Ontario

INTERNATIONAL YOUTH YEAR 1985
ANNÉE INTERNATIONALE DE LA JEUNESSE 1985

Office of the Minister
of Municipal Affairs and
Minister responsible for
Francophone Affairs

Bureau du ministre
des Affaires municipales
et ministre délégué aux
Affaires francophones

777 rue Bay Street
Toronto, Ontario
M5G 2E5
(416) 585-7000

Minister's Message

I am pleased to see that the Municipal Action '85 Program, over its three year mandate, encouraged municipalities to produce a wealth of knowledge, ideas and efficiency measures related to the business of municipal government. Municipalities have, for relatively modest amounts of public expenditure, achieved excellent results. From my previous experiences in local government I realize the importance of sharing information among municipalities to improve management and operational systems.

Now, I am pleased to report we have taken a major step to share the information developed as a result of the program. The release of the "Project Summaries Manual" is intended to foster networking between municipalities. I sincerely hope that municipal staff will review the material contained in the manual and seek further information, either by contacting the municipality directly or by obtaining selected detailed reports from the ministry.

Message du ministre

Je suis heureux de constater qu'au cours des trois années qu'a duré son mandat, le programme Action minicipale 85 a incité les municipalités a mettre de l'avant bon nombre d'idées et de mesures efficaces dans le domaine de l'administration municipale. A un coût relativement modeste pour les contribuables, les municipalités ont obtenu d'excellents résultats. Compte tenu de mes expériences passées à l'échelon municipal, je suis en mesure d'apprécier à quel point il est important qu'il y ait échange de renseignements entre les municipalités si l'on veut améliorer les méthodes de gestion et de fonctionnement.

C'est avec grand plaisir que j'annonce aujourd'hui qu'une étape importante vient d'être franchie pour rendre accessibles les données élaborées dans le cadre du programme. La publication du présent manuel vise à encourager l'établissement de réseaux entre les municipalités, et j'espère que le personnel des administrations municipales en examinera attentivement le contenu et n'hésitera pas à demander des renseignements supplémentaires, en communiquant directement avec la municipalité ou en s'addressant au ministère pour obtenir de la documentation plus détaillée.

B Grandmaitre

Introduction

Municipal Action '85, a three year initiative started in 1982, has helped Ontario municipalities to improve their management and operations. Applications were received until March 31, 1985. The Ministry will fund eligible work which is completed by December 31, 1985.

Projects under the management systems and joint services components are being monitored to ensure that the experiences are documented and available to all interested parties.

Reports are being prepared in two formats. This "Project Summaries Manual" contains one-page summaries of all completed projects. Updates will be issued to you periodically with a revised index as more projects are completed.

Detailed reports are being written on certain projects which may be of particular interest to many municipalities. These reports are extensive descriptions of project implementation. They follow the same headings as the one-page summaries and range between 10 and 20 pages. Those projects which have detailed reports available will be listed in the index and will be available upon request from:

Mr. Alec Trafford
Director
Municipal Management Policy Branch
Ministry of Municipal Affairs
11th Floor
777 Bay Street
Toronto, Ontario
M5G 2E5
(416) 585-7177

Ontario
Ministry of
Municipal
Affairs
Ministère des
Affaires
municipales

June 1986

TO ALL THOSE HOLDING A MUNICIPAL ACTION '85 PROJECT SUMMARIES MANUAL

Attached please find the third package of updates to be added to the Municipal Action '85 Project Summaries Manual which was distributed to you in September 1985.

Thirty-two new projects have been added to the manual and they are to be filed alphabetically according to the municipal name. An updated index listing these projects has also been provided. Please remove the previous nine page index and insert the updated one supplied.

Detailed reports are available on certain projects and they are indicated in the index. These reports may be obtained by request from:

Ms. Esther Comeau
Publications Officer
Municipal Management Policy Branch
Ministry of Municipal Affairs
11th Floor
777 Bay Street
Toronto, Ontario
M5G 2E5

Telephone: (416) 585-7205

PROJECT SUMMARIES

NOTE: Detailed project reports will be noted with an "x" when available.

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File No. 303148

TOWN OF ALMONTE

Population: 3,837

Financial Information System

Background:

- The Town used a service bureau to process general ledger, water and sewer billings and receivables, and tax billings and receivables.
- Limitations of the system led the Town to examine options of computerization.
- They wanted to centralize and automate their financial operations.

What They Did:

- The Town installed a (ALTOS 986) micro-computer based financial system.
- The functions it provides are: general ledger, taxation, accounts payable, payroll, water billing and office automation.

Who Did It?

- Real Time Datapro Ltd.

Results:

- Financial control and cash flow have improved.
- Up-to-date and accurate financial information is available for council, staff and the public.
- Additional staff are not required.

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 18,860	$ 22,260
. Software:	35,500	35,500
. Total	$ 54,360	$ 57,760

Municipal Action '85 Contribution:

- $16,250

Cost Savings:

- Savings of $18,580 per annum through eliminated service bureau costs ($11,580), improved receivables collection ($1,000) and reduced staff costs ($6,000).

Contact:

Mr. J.D. Houston
Clerk-Treasurer
Town of Almonte
14 Bridge Street
P.O. Box 400
Almonte, Ontario
K0A 1A0
Telephone: (613) 256-1685

File No. 303079

TOWNSHIP OF AMABEL

Population: 2,865

Financial Information System

Background:

- The Township's manual financial system was cumbersome and time consuming for staff.
- General ledger, financial statements and part of the tax billings/receivables system were done by outside service bureaus. This led to delays in receiving up-to-date information.
- The Township needed to upgrade its financial information system.

What They Did:

- The Township installed an IBM personal computer with software that includes:
  - tax billing/receivables, general ledger, accounts payable and word processing.
- BACPAC is being incorporated with the system.

Who Did It?

- Clarkson Gordon, consultants.

Results:

- The new system has improved the quality and timeliness of management information. Daily and monthly reporting has improved significantly.
- Cash flow and budget control has improved.
- The Township is able to deal more effectively with the large number of property-related transactions they must process.

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 18,200	$ 15,987
. Software:	18,800	18,800
. Consultants:	2,750	2,775
. Other:	6,250	1,918
. Total	$ 46,000	$ 39,480

Municipal Action '85 Contribution:

- $10,000

Cost Savings:

- Annual savings of $44,000 are expected in eliminated service bureau costs, reduced staff time and reduced borrowing costs.

Contact:

Mr. P.J. Stock
Treasurer
Township of Amabel
R.R. 2
Hepworth, Ontario
N0H 1P0
Telephone: (519) 422-1551

File No. 303003

TOWN OF ANCASTER

Population: 16,500

Financial Management Information System

Background:

- . Inefficient manual operations were creating problems in accounting and reporting procedures.
- . There was a lack of timely and accurate details about the Tax System.

What They Did:

- . The Town designed a Financial Management Information System and in conjunction with the Township of Wilmot they assessed their needs.
- . They installed a REXON (RX 400) computer system with software functions that include: accounts payable and general ledger, payroll, tax receivables, billing and budget.

Who Did It?

- . Management Solutions Inc. (M.S.I.)

Results:

- . The on-line system provides timely and accurate information for management and policy decisions.
- . It has improved budget planning and preparation as well as budget control and analysis.
- . Tax billing and collection procedures have been improved.
- . The system is designed to meet anticipated information needs for future growth and development in the Town.

Costs:

	ESTIMATED		ACTUAL
. Hardware:	$ 44,650		$ 44,650
. Software:	35,000		15,874
. Training:	5,000		5,000
. Other:	10,000		4,000
. Total	$ 94,650	. Consultants:	5,000
		. Total	$ 74,524

Municipal Action '85 Contribution:

- . $25,000

Cost Savings:

- . Not quantifiable in the short-term. However, cost savings are expected through improved tax collection procedures, budget preparation and control, and more effective use of existing staff.

Contact:

Mr. Glen Mahaffy
Treasurer
Town of Ancaster
300 Wilson St. East
Ancaster, Ontario
L9G 2B9
Telephone: (416) 648-4401

File No. 303049

TOWNSHIP OF ANSON, HINDON AND MINDEN

Population: 2,455

Financial Information System

Background:

- The Township's accounting system was not functioning adequately and information was out-of-date.
- They needed to upgrade and improve their financial information system.

What they did?

- The Township installed an IBM PC micro-computer system with software that includes:
  - general ledger, accounts payable/receivable, tax billing/receivable, budget, with expansion capabilities for payroll, maintenance accounts and engineering.
- BACPAC is being incorporated with the system.

Who did it?

- Clarkson Gordon, management consultants.

Results:

- The financial and general management of the municipality is improved.
- Tax collection is improved and there is better cash flow.
- Up-to-date financial information is available for council, staff and the public.

Completion Date:

- June lst, 1985

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 12,500	$ 12,500
. Software/training:	18,850	18,850
. Total	$ 31,350	$ 31,350

Municipal Action '85 Contribution:

- $8,325

Cost Savings:

- Cost savings of $9,000 per annum are expected through improved cash flow and reduced staff costs.

Contact:

Ms. Beverley Millar
Clerk-Treasurer
Township of Anson, Hindon and Minden
Box 98
Minden, Ontario
K0M 2K0
Telephone: (705) 286-1260

File No. 303057

TOWNSHIP OF THE ARCHIPELAGO

Population: 571

Financial Information System

Background:

- The Township's manual financial information system was outdated and needed to be improved.
- The taxation system had been automated in 1983 and there was a need to automate their other accounting functions.

What They Did:

- The Township designed a general ledger system, including accounts payable, disbursements, budgeting and M.T.C. reports, to run on their IBM personal computer.
- BACPAC is being incorporated with the system.

Who Did It?

- Northern Computer Systems

Results:

- Better financial information is available for council, staff and the public.
- The system enables better control over budget expenditures and cash management.
- The Township can deal more effectively with the great number of residences (3,800), most of which are seasonably occupied.

Costs:

	ESTIMATED	ACTUAL
. Software/consultants:	$ 14,900	$ 18,325

Municipal Action '85 Contribution:

- $7,450

Cost Savings:

- Savings of $12,000 per annum are expected in more effective use of staff time.

Contact:

Ms. Lynda Healey
Chief Administrative Officer
and Clerk-Treasurer
Township of The Archepelago
9 James Street
Parry Sound, Ontario
P2A 1T4
Telephone: (705) 746-4243

File No. 307001

TOWNSHIP OF THE ARCHIPELAGO

Population: 571

Tax Billings and Receivables System

Background:

- The Township's Tax Accounting system was not functioning adequately.
- The problems included: outstanding tax arrears, inefficient tax billing and lack of accurate summary data.

What They Did:

- The Township upgraded its Tax Billing and Receivables system by purchasing an IBM microcomputer with a software package that includes:
  Tax Billing/Accounts Receivable/Tax Arrears.

Who Did It?

- Northern Computer Systems

Results:

- The system provides instant financial assessment, property, and constituent data.
- Tax Receivables and overdue accounts are more effectively controlled.
- Internal financial security and cash flow has been improved.
- Staff costs are reduced (ie., no longer necessary to hire part-time help at tax time).
- The system is designed to allow expansion, such as the addition of a General Ledger.

Completion Date:

- December 31st, 1983

Costs:

	ESTIMATED	ACTUAL
Hardware:	$18,000	$12,000
Software/consultants:	28,000	23,200
Training:	900	900
Total	$46,900	$36,100

Municipal Action '85 Contribution:

- $14,450

Cost Savings:

Annual savings of $13,000 in staff reduction ($7,500), interest on arrears ($4,500) and service bureau costs ($1,000).

Contact:

Ms. Lynda Healey
Chief Administrative Officer
and Clerk-Treasurer
Township of The Archipelago
9 James Street
Parry Sound, Ontario
P2A 1T4
Telephone: (705) 746-4243

File No. 404001

TOWNSHIP OF ATWOOD

Feasibility Study
for Shared Computer Services

Population:

Atwood	281
Morson	192
McCrosson and Tovell	258
Total	731

Background:

- The manual tax billing/receivables and reporting functions of the Township's financial system were inadequate.
- Time lags, outdated information, problems of internal control and a time consuming system resulted.

What They Did:

- Consultants were hired to conduct a feasibility study on the shared use of computer services between the Townships of Atwood, Morson, and McCrosson and Tovell.

Who Did It?

- Management Solutions Inc. (M.S.I.)

Results:

- The administration of the municipalities will be able to take specific action to improve the control and quality of information and reduce staff time based on the consultant's recommendations.

Costs:

	ESTIMATED	ACTUAL
Consultants:	$ 6,500	$ 9,500

Municipal Action '85 Contribution:

- $4,750

Cost Savings:

- The implementation of a comprehensive EDP system as recommended in the study will result in direct cost savings.

Contact:

Mr. Pat Giles
Clerk-Treasurer
Township of Atwood
Box 427
211 Fourth Street
Rainy River, Ontario
P0W 1L0
Telephone: (807) 852-3529

File No. 405036

TOWNSHIP OF ATWOOD

Shared Computer Service

Population:

Atwood	281
Morson	192
McCrosson and Tovell	258
Total	731

Background:

- The manual tax billing/receivables and reporting functions of the Township's financial system were inadequate.
- Time lags, outdated information, problems of internal control and a time consuming system resulted.

What They Did:

- Based on the recommendations of a feasibility study, they are implementing a shared computer service.
- They automated their financial accounting system by implementing the hardware VICTOR 9000 and purchasing the software that consists of: budget, taxes, accounts payable and general ledger.
- BACPAC is being incorporated with the system.

Who Did It?

- Molnar Systems Group.

Results:

- Due to problems with the VICTOR 9000 computer, the Township has replaced the system with a REXON (RX 100) mini-computer.
- The administration of the three municipalities is handled from one office and since their tax base is small, joint efforts has provided services at a reasonable cost to the taxpayer.
- The system allows interim billing which creates more efficient cash flow and management of funds.
- It provides up-to-date, accurate and easily accessible information for better reporting and decision-making.

Costs:

	ESTIMATED		ACTUAL
. Hardware:	$ 9,202		$ 23,700
. Software:	17,300		26,838
. Other:	8,600		5,415
. Total	$ 35,102	. Training:	1,472
		. Total	$ 57,425

Municipal Action '85 Contribution:

- $10,775

Cost Savings:

- Cost savings of $2,700 per annum are expected.

Contact:

Mr. Pat Giles
Clerk-Treasurer
Township of Atwood
Box 427
211 Fourth Street
Rainy River, Ontario
P0W 1L0
Telephone: (807) 852-3529

File No. 304027

IMPROVEMENT DISTRICT OF BALMERTOWN

Population: 2,153 General Management Information System

Background:

- The District's manual financial system was resulting in problems such as outdated information and increased workloads for staff.
- It was necessary for the District to upgrade their financial information system.

What They Did:

- They automated and improved their financial information system by installing a REXON (RX100) computer and software that includes:
    - general ledger, accounts payable, payroll, budget, taxes and word processing.
- All By-laws, resolutions, policies and procedures will be processed.

Who Did It?

- Management Solutions Inc. (M.S.I.)

Results:

- Improved reporting capabilities to Boards/Committees by the availability of more detailed and timely information.
- Able to do own tax billing.
- Staff time is reduced in searching and filing by-laws and resolutions, secretarial time and cash/banking.
- Improved cash flow and projected revenues/expenses.

Completion Date:

- July 31st, 1984

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 25,345	$ 25,345
. Software:	21,500	21,500
. Training:	4,407	8,535
. Total	$ 51,252	$ 55,380

Municipal Action '85 Contribution:

- $12,750

Cost Savings:

- Cost savings of $25,000 per annum are expected. (Reduced staff costs, improvements in tax collection and greater cash flow.)

Contact:

Mr. Robert LaCroix
Secretary-Treasurer
Improvement District of Balmertown
P.O. Box 190, Lassie Road
Balmertown, Ontario
P0V 1C0
Telephone: (807) 735-2096

File No. 303056

TOWNSHIP OF BAYHAM

Population: 3,922

Financial Information System

Background:

- The Townships' manual financial system was outdated and cumbersome for staff.
- Tax Billing was prepared through a Service Bureau and it needed to be updated.
- There was a need for the Township to upgrade and automate its financial information System.

What They Did?

- The Township installed an Olivetti M20 computer with software that includes:
  - -general ledger
  - -payroll
  - -taxation (printing, recording, interest, as well as notices of arrears and tax certificates).
- BACPAC is being incorporated with the system.

Who Did It?

- Olivetti Canada and Total Systems Support Ltd.

Results:

- The financial management of the Township has improved.
- It will is a more efficient, economical and effective operation than the previous one.

Costs:

	ESTIMATED		ACTUAL
. Hardware:	$ 11,000		11,758
. Software:	4,200		4,200
. Total	$ 15,200	. Other:	8,000
		Total:	$ 23,958

Municipal Action '85 Contribution:

- $6,100

Cost Savings:

- Annual savings of $2,000 are expected in better cash flow management.

Contact:

Mr. J.A. Petrie
Clerk
Township of Bayham
Box 160
Straffordville, Ontario
NOJ IYO
Telephone: (519) 866-5521

File No. 307037

TOWN OF BRADFORD

Population: 7,357

Financial Management Information System

Background:

- The accounting and administrative information system was not equipped to handle anticipated increases in the Town's population.
- The manual financial system was outdated and time consuming.
- The computerized printing of tax billing and pay cheque preparation was inefficient.

What They Did:

- The Town updated its administrative and financial information system by installing a REXON 400 mini computer with software packages to address: general ledger, budget, accounts payable, payroll, tax billing, maintenance management and word processing.

Who Did It?

- Management Solutions Inc. (M.S.I.)

Results:

- The system provides more comprehensive and timely reporting for Council.
- It has improved budget control.
- Up-to-date information is readily available.
- The system will be able to accommodate elements of Police, Building Inspection and Recreation functions.

Completion Date:

- June 30, 1984

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 59,122	$ 59,122
. Software:	37,100	37,100
. Total	$ 96,222	$ 96,222

Municipal Action '85 Contribution:

- $18,550

Cost Savings:

- $58,000 over four years.

Contact:

Mr. Patrick Storey
Clerk-Administrator
Corporation of the Town of Bradford
P.O. Box 160
61 Holland Street East
Bradford, Ontario
L3Z 2A8
Telephone: (416) 775-5303

File No. 305002

CITY OF BRAMPTON

Population: 178,000

Improved Planning and
Performance Measurement

Background:

- The City of Brampton wanted to upgrade and refine its municipal maintenance management system (M.M.M.S.) through improved planning, performance measurement and management systems review, in order to make it more effective for management and staff.

What They Did:

- The City hired consultants to update and refine its M.M.M.S. in the Public Works Department.
- They covered all aspects of Streets and Operations, Vehicle Maintenance and Fleet Management.
- They developed work methods, quality standards and time standards in roads and fleet; they reviewed work reporting and the management information system; and annual planning and budgeting.

Who Did It?

- Currie, Coopers and Lybrand, management consultants.

Results:

- Scheduling, planning and budgeting is more effectively controlled.
- Better decision-making, in terms of effective, efficient and economical allocation of resources and manpower, has resulted.
- Some areas of the Public Works Department are in the process of being computerized.

Costs:

	ESTIMATED	ACTUAL
Consultants:	$ 87,000	$102,000

Municipal Action '85 Contribution:

- $50,000

Cost Savings:

- Potential savings of $250,000 annually could be achieved in productivity improvement.

Contact:

Mr. P. Howorun
Manager, Finance and
Administration
Public Works Department
City of Brampton
150 Central Park Drive
Brampton, Ontario
L6T 2T9
Telephone: (416) 793-4110

File No. 307083

COUNTY OF BRANT

Population: 25,635

Maintenance and Project Management

Background:

- The Public Works Department's system of accounting and record keeping was manual.
- Preparing reports was time consuming for staff.
- They needed to centralize and automate their operations.

What They Did:

- The County installed a maintenance and project management system for the Public Works Department which operates on an IBM PC-AT.
- Functions include: works cost accounting, equipment costing, inventory status reporting, preventative maintenance scheduling and fuel usage record.

Who Did It?

- Paragon Engineering

Results:

- The system provides cost breakdowns (labour, overhead, equipment, etc.) for better budget control.
- Staff have more time to undertake analysis of cost benefit studies and financial planning.
- Up-to-date and accurate information for reports is available.

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 12,000	$ 13,200
. Software:	12,000	13,050
. Other:	1,000	-
. Total:	$ 25,000	$ 26,250

Municipal Action '85 Contribution:

- $6,000

Cost Savings:

- Savings of $6,000 per annum through not hiring additional staff. There will be additional savings through better budgetary control.

Contact:

Mr. Dan Ciona
Clerk-Treasurer
County of Brant
P.O. Box 160
Burford, Ontario
N0E 1A0
Telephone: (519) 449-2451

File No. 307007

CITY OF BROCKVILLE

Population: 19,973 — Management Information System

Background:

- The City's management and financial information systems were outdated, cumbersome, time consuming and lacked a means of overall control.

What They Did:

- The City upgraded their financial system by improving their MAI BASIC mini-computer.
- They added software packages that include: payroll/personnel, batching tax certificates, maintenance management, fixed asset control accounting, warehouse inventory control, economic database/statistics, building permits/statistics, centralized word processing and records management.
- They established a Citizen's Committee to examine the City's present and future needs.

Who Did It?

- Molnar Systems Group

Results:

- Management decision-making has improved by the availability of timely, concise and accurate information.
- The quality of the information available to the staff and the public is greatly improved.
- Staff are better equipped to handle increased workloads.
- A more efficient and accurate system has resulted.

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$114,000	$130,000
. Software:	45,700	45,000
. Total	$159,700	$175,000

Municipal Action '85 Contribution:

- $22,500

Cost Savings:

- Not quantifiable in the short-term. Major cost savings will result from increasing productivity without adding staff.

Contact:

Mr. E.N. Patterson
Chief Accountant
City of Brockville
Victoria Building
Brockville, Ontario
K6V 3P5
Telephone: (613) 342-8772

File No: 303071

COUNTY OF BRUCE

Population: 58,373

Financial Management Information

Background:

- The County's manual financial information system was time consuming and frustrating for staff.
- Payrolls were processed by a service bureau.
- The County needed to automate its financial procedures.

What They Did:

- The County installed a REXON (RX200) minicomputer system with software that includes: general ledger, accounts payable, purchase order encumbrance, budget, payroll, Homes for the Aged, vehicle maintenance and inventory.
- The system will be used by the Health Unit, Homes for the Aged and Roads Department.

Who Did It?

- Molnar Systems Group

Results:

- Cash management has improved.
- Up-to-date and accurate financial information is readily available for reporting and decision-making.
- Clerical workload has been reduced.

Costs:

	ESTIMATED	ACTUAL
Hardware:	$ 53,054	$ 61,610
Software:	33,200	33,200
Other:	13,500	14,595
Total:	$ 99,754	$109,405

Municipal Action '85 Contribution:

- $ 16,600

Cost Savings:

- Savings of $34,600 per annum are expected through reduced staff costs, reduced audit fees and service bureau costs.

Contact:

Mr. J.W. Jamieson
Deputy Clerk-Treasurer
County of Bruce
P.O. Box 70
30 Park Street
Walkerton, Ontario
N0G 2V0
Telephone: (519) 881-1291

File No. 405021

TOWNSHIP OF BRUCE

Population: 1,682

Joint Financial Information System

Background:

- The Township's manual financial system was cumbersome and time consuming for staff.
- Tax billings were processed by an outside service bureau.
- In 1984 the Township of Bruce, Village of Paisley, Town of Southampton and Town of Port Elgin conducted a review of their information systems. The four municipalities implemented similar computer systems and are able to provide each other with systems back-up and training support.

What They Did:

- The Township installed an IBM PC-AT computer system with software that includes: general ledger, accounts payable, purchase order encumbrance, payroll, tax billing/receivable, budget and word processing.

Who Did It?

- Wardcomp Ltd.

Results:

- More accurate and current financial reporting has resulted.
- Cash management and budget control has improved.
- The other area municipalities are able to provide support.

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 16,361	$ 16,361
. Software:	16,044	16,044
. Training:	4,000	4,000
. Other:	2,000	2,000
. Total	$ 38,405	$ 38,405

Municipal Action '85 Contribution:

- $9,948

Cost Savings:

- Savings of $8,500 per annum are expected through eliminated service bureau costs ($2,000), reduction in auditor's fees ($1,500) and improved tax collections.

Contact:

Mr. C.J. Ellis
Clerk-Treasurer
Township of Bruce
R.R. 3
Tiverton, Ontario
NOG 2TO
Telephone: (519) 368-7066

File No. 310037

CITY OF BURLINGTON

Population: 113,158

Parks Maintenance Management System

Background:

- Although the current system of Maintenance Management in the Parks Department had been working adequately, it was felt there was a need to update and improve some areas.
- In particular reporting mechanisms and performance evaluation needed to be improved.

What They Did:

- The City established an overall review of the Parks Maintenance Management System.
- They hired consultants to carry out the review and make recommendations.
- Items examined were:
  - units of measure for both factor inputs and performance accomplishments
  - level of systems detail (number of activities and their relevance)
  - reports generated by the system
  - potential computerized enhancements
- They established a steering committee composed of staff from the Departments of Recreation Services, Public Works, Finance and Data Procesing

Who Did It?

- Thorne, Stevenson and Kellogg, Management Consultants.

Results:

- Implementation of some recommendations has occurred.
- Inventory information and performance standards have been revised.
- Quality of data generated by the system has improved.
- Overall improvement of systems capabilities, performance and effectiveness has occurred.

Completion Date:.

- December 31st, 1983

Costs:

	ESTIMATED	ACTUAL
. Consultants:	$15,000	$13,400

Municipal Action '85 Contribution:

- $7,500

Cost Savings:

- Primary improvement has been a better informed Parks operations management as well as better budgetary and planning control.

Contact:

Mr. R.J. Rooks
Director of Finance
City of Burlington
P.O. Box 5013
426 Brant Street
Burlington, Ontario
L7R 3Z6
Telephone: (416) 335-7656

File No. 307030

TOWN OF CACHE BAY

Population: 681

Management Information System

Background:

- Tax and Hydro bills, as well as other accounts and reports, were prepared manually. This resulted in information that was out of date and heavy workloads for staff.

What They Did:

- They designed a completely automated system.
- The Town installed basic hardware (RX100) and customized software that handles the billing and accounting functions of: Taxation, Hydro, Water, Garbage and Home Renewal.

Who Did It?

- Bay-Ran Systems Ltd.

Results:

- Total automation will take place over a 2 year period.
- All previous By-laws, minutes and other important reports has been transferred to the data base.
- The system provides immediate and up-to-date information for management.
- Staff are better equipped to handle increased workloads, and as a result it is no longer necessary to hire additional staff.
- Access, storage and protection of records is improved.
- A more efficient and accurate system has resulted.

Completion Date:

- June 30th, 1984

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 15,000	$ 17,683
. Software:	8,550	8,560
. Other:	5,425	6,295
Total	$ 28,975	$ 32,538

Municipal Action '85 Contribution:

- $6,988

Cost Savings:

- Over $10,000 per annum for additional staff will be saved. Improved cash flow and budget control will result in additional savings.

Contact:

Mrs. Clare Lisk
Administrator & Clerk/Treasurer
Town of Cache Bay
55 Cache Street
P.O. Box 40
Cache Bay, Ontario
POH 1GO
Telephone: (705) 753-1220

File No. 304030

CITY OF CAMBRIDGE

Population: 79,920

Indexing of Municipal By-laws

Background:

- The City needed to develop a method of indexing and consolidating approximately 14,000 by-laws which included by-laws from the pre-amalgamation municipalities of Preston, Galt and Hespeler.
- The process of searching for specific by-law information was confusing and time consuming.

What They Did:

- The City designed a comprehensive by-law indexing system, and classified and consolidated by-laws with similar subject matter.
- They hired a lawyer to act as a legal advisor on the status of the by-laws and of which category of index each by-law would fall.
- All by-laws with similar subject matter and amendments were consolidated and updated. As well, all unrepealed by-laws in existence were reviewed and repealed if necessary.

Who Did It?

- Temporary staff was hired to undertake the project.

Results:

- There is considerable time saving by having all by-laws consolidated and indexed.
- Duplication of information will be reduced.
- A manual has been prepared that sets out guidelines for indexing by-laws. This will make future indexing much easier and more efficient.

Costs:

	ESTIMATED	ACTUAL
. Temporary Staff:	$ 19,000	$ 19,750
. Other:	1,000	214
. Total	$ 20,000	$ 19,964

Municipal Action '85 Contribution:

- $9,750

Cost Savings:

- The index reduces staff time of searching through by-laws. Savings of approximately $3,000 per annum in time savings. An additional saving of $80,000 in staff costs was realized.

Contact:

Mr. Gerald van der Wolf
Deputy Clerk
City of Cambridge
P.O. Box 669
Cambridge, Ontario
N1R 5W8
Telephone: (519) 623-1340

File No. 310022

CITY OF CAMBRIDGE

Population: 79,920

Quality Circles
Maintenance Management System

Background:

- The current Public Works Department System of Municipal Maintenance Management (M.M.M.S.) was not effective for management and staff.

What They Did:

- The City hired consultants to design and implement a participative management orientation to M.M.M.S. in three phases:

  1. Reviewed current M.M.M.S.
  2. Organized and trained staff to analyze and implement the identified improvements.
  3. Developed an ongoing participative management process within the Public Works Department (Quality Circles).

- The City established a steering committee to oversee the overall direction, monitor progress, provide feedback, etc.
- A staff communications program was established to provide information on objectives, roles of groups and for suggestions and comments. Volunteers for the program were trained in group problem - solving techniques.

Who Did It?

- Woods Gordon Management Consultants.

Results:

- Four quality circles have been started and are continuing.
- Improved productivity and service to the public has occurred, and the public image has been enhanced.
- The Project has enabled all levels of management and supervision to more effectively assess the accomplishments of the department to implement productivity improvements, and report on its functional performance.

Completion Date:

- December 31st, 1983

Costs:

	ESTIMATED	ACTUAL
. Consultant fees:	$ 36,500	$ 36,500
. Other:	4,300	4,300
. Total	$ 40,800	$ 40,800

Municipal Action '85 Contribution:

- $18,125

Cost Savings:

- Productivity improvements of 10% are expected. Since the Department expends approximately $3 million per annum, a 10% improvement would mean a $300,000 cost savings per annum.

Contact:

Mr. Garth James
Commissioner of Engineering and Public Works
City of Cambridge
P.O. Box 669
Cambridge, Ontario
N1R 5W8
Telephone: (519) 623-1340

File No. 303078

TOWNSHIP OF CARDIFF

Population: 527

Financial Information System

Background:

- The Township's manual financial information system was outdated and cumbersome for staff.
- Tax billings were prepared by a service bureau and led to out-of-date information.
- The Township needed to automate their financial information system.

What They Did:

- The Township installed an IBM Personal Computer with software that includes:
  - general ledger, accounts payable, tax billing/receivables and word processing.
- BACPAC is being incorporated with the system.

Who Did It?

- Clarkson Gordon

Results:

- More comprehensive and up-to-date reports are available for council, staff and the public.
- Budget countrol and cash flow has improved.

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 12,345	$ 13,679
. Software:	18,800	17,225
. Total	$ 31,145	
. Training:		5,963
. Total		$ 36,867

Municipal Action '85 Contribution:

- $10,000

Cost Savings:

- Savings through better budget control and improved cash flow are expected.

Contact:

Mrs. Marie C. Vardy
Clerk-Treasurer
Township of Cardiff
R. R. 3
Bancroft, Ontario
K0L 1C0
Telephone: (613) 339-2323

File No. 303059

TOWN OF CARLETON PLACE

Population: 5,776

Financial Information System

Background:

- Batch mode operations of the Town's financial information system were not functioning adequately.
- Limitations of the system led to out-of-date information, time lags and increasing costs.

What They Did?

- The Town updated and improved its financial information system by installing a REXON (RX200) computer system with software that includes:
  - general ledger, accounts payable, taxation, budget, water and sewer system, payroll/personnel and word processing facilities.
- BACPAC is being incorporated with the system.

Who Did It?

- Management Solutions Inc. (M.S.I.)

Results:

- Cash flow and budget control has improved.
- Up-to-date information is available for council, staff and the public.
- Overall, a more efficient and up-to-date system has occurred.

Costs:

	ESTIMATED		ACTUAL
Hardware:	$ 37,135		$ 59,923
Software/training:	35,510		47,507
Total	$ 72,645	Other:	1,963
		Total:	$109,393

Municipal Action '85 Contribution:

- $16,755

Cost Savings:

- Savings of $27,000 per annum are expected through discontinued service bureau costs and reduced staff costs.

Contact:

Mr. W. K. Morris
Administrator, Clerk-Treasurer
Town of Carleton Place
175 Bridge Street
Carleton Place, Ontario
K7C 2V8
Telephone: (613) 257-3101

File No. 303055

TOWNSHIP OF CARLING

Population: 793

Financial Management Control System

Background:

- The Township's outdated manual financial system was time consuming, cumbersome and frustrating for staff.
- The Township needed to automate and improve their financial management system.

What They Did:

- They installed a VICTOR 9000 computer system with software that includes:
  - taxation, general ledger, accounts payable and budget.
- BACPAC is being incorporated with the system.

Who Did It?

- Management Solutions Inc. (M.S.I.)

Results:

- Due to problems with the Victor 9000 computer, the Township has replaced the system with a REXON (RX100) mini-computer.
- Several other municipalities in the area use a similar system and an informal user's group has been formed. This co-operative effort has had many benefits (ie. joint purchase of supplies, hardware and software backup, help with problems, etc.).
- Financial information is more readily available to Council, staff and the public.
- Budget control has improved.

Costs:

	ESTIMATED	ACTUAL
Hardware:	$ 9,464	$ 9,464
Software/training:	14,873	14,873
Total	$ 24,337	$ 24,337

Municipal Action '85 Contribution:

- $6,437

Cost Savings:

- Annual cost savings of $4,400 are expected from reduced borrowing costs and service bureau costs.

Contact:

Mr. David White
Clerk-Treasurer
Township of Carling
R. R. 1
Nobel, Ontario
P0G 1G0
Telephone: (705) 342-5856

File No. 307016

TOWNSHIP OF CARRICK

Population: 2,396

Tax Billing/Receivable System

Background:

- The Township's Tax Accounting System was not functioning adequately.
- The problems included: time lags, inefficient tax billing, tax arrears, and outdated reports and data.

What They Did:

- The Township increased the capacity of their existing financial information system by installing software packages to an Olivetti Business Computer System (BCS 2030).
- In order to increase the system's financial capacity a "floppy disk" was added. A tax billing program was developed and further general ledgers can be added.
- The general ledger, payroll, receipts, general journal entries and disbursement programs were transferred to the floppy disk unit.

Who Did It?

- Olivetti Canada Ltd. and temporary staff.

Results:

- The financial system has improved the administrative capabilities of the Township.
- The Clerk-Treasurer's workload has been reduced.
- The quality and timeliness of information provided to Council has improved.
- It provides more up-to-date tax information for customers and staff.

Completion Date:

- November 30th, 1983

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 16,305	$ 21,935
. Software:	9,302	9,302
. Total	$ 25,607	$ 31,237

Municipal Action '85 Contribution:

- $4,651

Cost Savings:

- Minimum savings of $700/yr in Service Bureau costs, reduced workload and improvement in tax collection.

Contact:

Mr. George S. Pennington
Clerk-Treasurer
Township of Carrick
R.R. 2
Mildmay, Ontario
NOG 2JO
Telephone: (519) 367-5330

File No. 303127

TOWNSHIP OF CAVAN

Population: 3,982

Financial Management System

Background:

- The County of Peterborough and eight area municipalities formed a User's Group to assess data processing needs and to determine areas where joint efforts might lead to cost savings.
- The County developed the software and the other municipalities acquired it.
- The Township of Cavan's financial system was manual which led to outdated information and heavy workloads for staff. They needed to automate their operations.

What They Did:

- The Township installed an MAI Basic Four System 2000 micro-computer with software that includes: general ledger, taxation, payroll, budget, accounts, roads/MTC reporting and water and sewer billing.
- BACPAC is being incorporated with the system.
- The County of Peterborough supplied the software.

Who Did It?

- MAI Canada and Richter and Associates.

Results:

- Up-to-date and accurate financial reports and information is readily available for council, staff and the public.
- The User's Group provides back-up support in the event of hardware or operating problems.
- Timely production of tax bills has resulted.
- Cash flow and cash management has improved.

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 29,890	$ 33,604
. Software:	4,500	4,500
. Training/ implementation	5,000	5,175
. Consultants/auditors:	3,500	3,441
. Other:	2,200	-
. Total	$ 45,090	$ 46,720

Municipal Action '85 Contribution:

- $6,500

Cost Savings:

- Savings of approximately $6,800 per annum.

Contact:

Ms. Nancy Davis
Deputy Clerk
Township of Cavan
1 King Street East
P.O. Box 189
Millbrook, Ontario
L0A 1G0
Telephone: (705) 932-2929

File No. 303097

TOWNSHIP OF CLARENCE

Population: 6,527

Financial Information System

Background:

- The Township's accounting system was manually operated except for the use of a service bureau for general ledger, water and tax billing.
- The Township needed to upgrade and automate their financial information system.

What They Did:

- The Township installed a REXON (RX400) computer with software that includes:
  - taxation, water billings, payroll/personnel, maintenance management, general ledger, chart of accounts, budget, accounts payable, purchase order encumbrancing and word processing.

Who Did It?

- DSM Systems Ltd.

Results:

- Financial information is more accurate and up-to-date.
- Cash flow and budget control have improved.
- The overall financial management of the Township has improved.

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 41,962	$ 47,911
. Software:	36,904	36,904
. Total	$ 78,866	$ 84,815

Municipal Action '85 Contribution:

- $18,452

Cost Savings:

- Savings of $31,900 per annum are expected in reduced service bureau costs ($15,500), personnel costs ($13,400) and improved cash management ($3,000).

Contact:

Mr. J. Andre Marcil
Treasurer
Township of Clarence
P.O. Box 70
Clarence Creek, Ontario
K0A 1N0
Telephone: (613) 488-2570

File No. 303157

TOWNSHIP OF COLCHESTER SOUTH

Population: 4,806

Financial Information System

Background:

. The Township's manual accounting system was time consuming for staff and information was outdated.
. Taxes were processed by an outside service bureau.
. They needed to automate their financial operations.

What They Did:

. The Township purchased an MAI S210 computer system in conjunction with the Town of Harrow.
. Software for the Township includes: taxation, billing and accounts receivable, purchases and commitments, accounts payable, payroll, general ledger, equipment and inventory control, and water billing.
. The County of Essex supplied the software.

Who Did It?

. MAI Canada and Richter and Associates.

Results:

. Staff will be better utilized and additional staff will not be required.
. Up-to-date and accurate financial information will be available.
. Cash flow and cash management will be improved.

Costs

	ESTIMATED	ACTUAL
. Hardware:	$ 33,378	$ 33,101
. Training:	9,000	9,164
. Implementation:	4,000	4,308
. Total	$ 46,378	$ 46,573

Municipal Action '85 Contribution:

. $6,500

Cost Savings:

. Savings of $2,500 through eliminated service bureau costs. Other savings are expected.

Contact:

Mr. K.M. Antaya
Clerk-Treasurer
Township of Colchester South
44 King Street East
Harrow, Ontario
N0R 1G0
Telephone: (519) 738-2282

File No. 303045

CITY OF CORNWALL

Population: 45,906 | Perpetual Inventory Control System

Background:

- The City Stores Department is the central pick-up and receiving area for materials from the City's 38 departments.
- The manual method of storing, monitoring and retrieving this extensive information was time consuming, complex, costly and frustrating.

What They Did:

- The City improved their inventory system by implementing an Automated Perpetual Inventory Control System that operates on their M.A.I. Model 730 mini-computer.
- It is integrated with the Accounts Payable and General Ledger systems.
- Summaries are stored in the data base and it provides an information source for access and retrieval.
- Word searches identify useful documents.

Who Did It?

- Gordon Molnar and Associates Ltd.

Results:

- The process of searching, cataloguing, counting and retrieving information is faster and more efficient.
- The use of a centralized data base has reduced the volume of physical files and has eliminated much duplication and manual handling.
- Inventory and related capital investment have been reduced.
- More secure control of inventory items.

Completion Date:

- September 30th, 1984

Costs:

	Estimated	Actual
. Consultants:	$ 7,392	$ 7,310
. Software:	2,400	2,400
. Total	$ 9,792	$ 9,710

Municipal Action '85 Contribution:

- $3,696

Cost Savings;

- Cost savings of $20,000 per annum are expected. (Interest savings on inventory.)

Contact:

Mrs. A. Terrance or J. C. Lacelle
Assistant to Clerk / Data Processing Manager
City of Cornwall
Box 877
360 Pitt Street
Cornwall, Ontario
K6J 3P9
Telephone: (613) 932-6252

File No. 303118

TOWNSHIP OF CUMBERLAND

Population: 17,008 — On-Line General Ledger/Computer System

Background:

- The Township's monthly batch general ledger system had limited operating capabilities and led to outdated information.
- They wanted to upgrade and improve financial procedures.

What They Did:

- The Township replaced its batch general ledger system with one which operates on-line.
- An accounts payable module and roads accounting system were also added.
- A report generator provides customized reports.

Who Did It?

- Real Time Datapro Ltd.

Results:

- More timely information allows for better budget control.
- Clerical time in maintaining financial records has been reduced.
- Financial reporting is much easier and staff have access to information on a daily basis.

Costs:

	ESTIMATED	ACTUAL
. Software (ongoing):	$ 15,600	$ 15,600
. Other:	5,000	5,000
. Training:	500	500
. Total:	$ 21,100	$ 21,100

Municipal Action '85 Contribution:

- $1,750

Cost Savings:

- Savings equivalent of one-half man year or $11,500 are expected.

Contact:

Mr. Maurice Proulx
Finance Commissioner
Township of Cumberland
P.O. Box 15
R.R. 3
Navan, Ontario
K0A 2S0
Telephone: (613) 835-2526

File No. 303096

TOWN OF DEEP RIVER

Population: 4,950

Financial Information System

Background:

- The ineffectiveness of a previous computer system resulted in most of the Town's accounting procedures being performed manually.
- Their financial system was cumbersome, time consuming and frustrating for staff.
- The Town needed to improve their financial information system.

What They Did:

- The Town installed a REXON (RX 200) computer with software that includes:
  - general ledger, accounts payable/receivable, tax billing, budget, payroll, water billing, encumbrance recording, maintenance management and word processing.

Who Did It?

- Molnar Systems Group

Results:

- Better cash flow and budget control has resulted.
- More timely and accurate financial information is be available for council, staff and the public.
- The overall financial operation of the Town has improved.

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 44,373	$ 44,373
. Software:	30,398	30,398
. Total	$ 74,771	$ 74,771

Municipal Action '85 Contribution:

- $15,199

Cost Savings:

- Savings of $19,000 per annum in personnel costs are expected as well as unquantified savings in borrowing costs.

Contact:

Mr. R. Adam
Clerk-Treasurer
Town of Deep River
P.O. Box 400
Deep River, Ontario
K0J 1P0
Telephone: (613) 584-3672

File No. 405004

TOWNSHIP OF DELHI

Population: 15,080

Tax Billings and Receivables System

Background:

- The previous manual system of financial information was found to be inefficient.
- Time lags led to constant problems with accuracy in record keeping.
- There was a need to upgrade and automate the financial and tax system.

What They Did:

- The Township implemented an on-line system in conjunction with the Township of Norfolk, the Towns of Haldimand and Simcoe and the Regional Municipality of Haldimand-Norfolk.
- Services acquired from a Service Bureau were improved to access the financial data base.
- They acquired terminals and software that included:
  - Tax Billing
  - General Ledger
  - Financial Management
- Provision was also made for on-line functions such as printing of receipts, tax certificates and reports.

Who Did It?

- Real Time Datapro Ltd.

Results:

- The Township now has on-line financial information available.
- Improved budget control and financial analysis has occurred.
- The system improves staff effectiveness and generates better data and reports for management.
- It has lessened problems and frustrations caused by delayed processing of information.

Completion Date:

- July 31st, 1983

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 23,791	$25,528
. Software:	4,000	4,000
. Total	$ 27,791	$29,528

- Plus service bureau costs of $23,400 per annum.

Municipal Action Contribution:

- $2,000

Cost Savings:

- Savings of approximately $15,000 per annum in reduced staff costs and time. Additional savings will be realized through better budget control and tax collection.

Contact:

Mr. D. L. Huggins
Treasurer-Administrator
Township of Delhi
Box 182
183 Main Street
Delhi, Ontario
N4B 2W9
Telephone: (519) 582-2100

File No. 303027

TOWN OF DRYDEN

Population: 6,544

Data Processing Facilities

Background:

- Aging equipment and a single-operation batch process resulted in an overloaded system.
- Information was out-of-date and limited access to the system was frustrating for staff.
- The Town needed to upgrade its computer system.

What They Did:

- The Town implemented a NCR 9020 mini computer with an Interactive Municipal Accounting system (IMAS) which is a completely interactive on-line system.
- The software package includes:
  - general ledger
  - accounts payable/receivable
  - payroll
  - utilities billing/receivable
  - taxation and assessment

Who Did It?

- NCR Ltd and temporary staff.

Results:

- The tax system provides for interim billing and overdue notices.
- Better reporting to management and council has occurred.
- Clerical workload is reduced.
- A more efficient and effective system has resulted.

Costs:

	ESTIMATED		ACTUAL
. Hardware:	$ 68,445		$ 80,874
. Software:	30,380		30,380
. Consultants:	1,148		14,433
. Training:	4,610	. Other:	2,057
. Total	$104,583	. Total	$127,744

Municipal Action '85 Contribution:

- $14,379

Cost Savings:

- Cost savings of up to $30,000 per annum are expected. (Reduced service bureau costs and maintenance costs, and a reduction of short term borrowings.)

Contact:

Mr. Archie McNeil or Mr. Paul Heayn
Tax Collector Treasurer
Town of Dryden
30 Van Horne Avenue
Dryden, Ontario
P8N 2A7
Telephone: (807) 223-2225

File No. 303137

TOWNSHIP OF DUMMER

Population: 2,144

Financial Information System

Background:

- The County of Peterborough and eight area municipalities formed a User's Group to assess data processing needs and to determine areas where joint efforts might lead to cost savings.
- The County developed the software and the other municipalities acquired it.
- The Township of Dummer's financial system was a combination of manual procedures and service bureau processing. They needed to centralize and automate their operations.

What They Did:

- The Township installed a MAI Basic Four Super 2000 micro-computer with software that includes: general ledger, taxation, payroll, accounts payable and receivable.
- The County of Peterborough supplied the software.

Who Did It?

- MAI Canada and Richter and Associates.

Results:

- Financial information is available in a more timely and detailed fashion.
- Staff time has been freed to perform other duties, such as planning and management functions.
- Cash flow and budget control has improved.
- The other area municipalities are able to provide support.

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 33,790	$ 36,427
. Software/ implementation:	2,500	6,200
. Training:	6,000	1,400
. Other:	11,500	3,264
. Total:	$ 53,790	$ 47,291

Municipal Action '85 Contribution:

- $8,750

Cost Savings:

- Savings of $23,255 per annum are expected through eliminated service bureau costs ($4,065), improved cash management ($4,190) and staff increase avoidance starting in 1987 ($15,000).

Contact:

Mr. David Clifford
Clerk-Treasurer
Township of Dummer
Warsaw, Ontario
KOL 3AO
Telephone: (705) 652-8392

File No. 306004

TOWN OF DUNDAS

Population: 19,699

Vehicle Maintenance System

Background:

- The Town's methods of equipment maintenance control were inadequate.
- The manual method of keeping records and files for vehicle performance led to redundancy, wasted manpower and out-of-date information.
- This led to difficulties in controlling budget expenditures.

What They Did:

- The Town hired consultants to review the existing system and make recommendations for improvement.
- They recommended that the Town install a micro computer based system with software packages for vehicle maintenance.
- Established vehicle information files that include: vehicle activity, history and maintenance requirement information.

Who Did It?

- Woods Gordon, Management Consultants.

Results:

- The vehicle maintenance system is part of a planned integrated in-house management information system.
- It has the ability to expand to include other functions from the Treasury, Engineering, Planning and Recreation Departments.
- Up-to-date and accurate vehicle information is available which assists with fleet planning and maintenance.
- It provides a historical data bank of equipment repairs.
- Management decision-making regarding resource allocation and budgeting is improved.

Completion Date:

- December 31st, 1984

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 10,000	$ 5,477
. Software:	6,500	1,340
. Training:	4,500	120
. Total	$ 21,000	5,500Consultant
		$ 12,437

Municipal Action '85 Contribution:

- $5,500

Cost Savings:

- Savings of approximately $18,000 per annum are expected. (Reduced labour costs $8,000 and reduced workload $10,000).

Contact:

Mr. A.R. Taylor
General Works Superintendent
Town of Dundas
Town Hall
60 Main Street
Dundas, Ontario
L9H 2P8
Telephone: (416) 628-6327

File No. 308011

TOWN OF DUNDAS

Population: 19,699

Quality of Working Life Program

Background:

- The Town wanted to implement a project that would improve the work environment by allowing participatory decision-making so that all members of the municipal work force are given the opportunity to provide input into the decision-making process.

What They Did:

- The Town is implementing a Quality of Working Life (Q.W.L.) Program that focuses on the quality of relations between people and their work situation.
- Q.W.L. is concerned with improving the work place, making the work situation more humane, and creating a working environment which is personally satisfying.
- They hired consultants to develop the on-going program in four stages:
    1. Identifying organization problems and concerns.
    2. Set up training on identified problems.
    3. Set up a Q.W.L. Steering Committee and project team.
    4. Sustaining the project.

Who Did It?

- Temporary staff from the Q.W.L. Action Resource Centre at York University were used.

Results:

- Staff involvement in the decision-making process has improved staff morale.
- It is highly innovative and portable.
- Relationships between employees, management and council have improved.

		ESTIMATED	ACTUAL
Costs:	. Consultants:	$45,100	$ 50,000

Municipal Action '85 Contribution:

- $22,550

Cost Savings:

- Difficult to quantify in the short term. However, long term benefits will result in cost savings.

Contact:

Mr. Robert Guerrie
Town Clerk
Town of Dundas
Town Hall
60 Main Street
Dundas, Ontario
L9H 2P8
Telephone: (416) 628-6327

File No. 303121

TOWN OF DUNNVILLE

Population: 11,266

On-Line Accounting System

Background:

- The Town's manual system of accounting led to outdated financial information.
- The Town needed to upgrade and automate its taxes receivable and financial management system.

What They Did:

- The Town joined the Township of Norfolk, Township of Delhi, Towns of Haldimand and Simcoe and the Region of Haldimand-Norfolk in sharing an on-line communications system.
- They acquired services from a service bureau.
- Terminals were installed and software included: tax accounts receivable, tax billing, general ledger and variance report generator.
- Provision was also made for on-line functions such as printing of receipts, tax certificates and reports.

Who Did It?

- Real Time Datapro Ltd.

Results:

- The Town now has on-line financial information available.
- More timely financial information has improved budget control and cash flow management.
- Service to the public has improved.
- The system has freed employees of routine mechanical chores allowing for more efficient and effective use of time and manpower.

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 21,183	$ 21,183
. Software:	5,000	4,000
. Training:	500	1,400
. Total	$ 26,683	$ 26,583

Municipal Action '85 Contribution:

- $2,750

Cost Savings:

- The major benefit will be improvement in the administration and service delivery. Reduction in overtime costs will be approximately $1,500 per annum.

Contact:

Ms. Suzanne Sharp or Mr. Laurie E. Davis
Treasurer-Tax Collector Deputy Treasurer
Town of Dunnville
111 Broad Street East
Dunnville, Ontario
NIA 2X5
Telephone: (416) 774-7595

File No. 307033

REGIONAL MUNICIPALITY OF DURHAM

Population: 276,775

Water and Sewer Billing System

Background:

- The manual features of the water and sewer billing system were cumbersome, time consuming and frustrating for staff.
- The computer system was outdated, inefficient and unable to handle the increased volume of billings.
- The system did not produce meaningful statistics or information for management.

What They Did:

- The Region needed to redesign its water and sewer billing system.
- They hired consultants to review existing policies and procedures, to formulate a plan for a more cost effective method of billing and to design a new system.
- A Computer Steering Committee comprised of members from each user department was established.
- They installed an on-line "flexible file" system which allows easy input or extraction of information and provides report generating features.

Who Did It?

- Thorne, Stevenson and Kellogg, consultants and Adnet Information Systems.

Results:

- The system has expanded account history information and now provides a better service for customer enquiries.
- It provides quicker billing turnaround.
- Internal control of excess billing has improved and improved statistical reports and information for management are available.

Costs:

	ESTIMATED	ACTUAL
. Consultant fees:	$100,000	$135,000

Municipal Action '85 Contribution:

- $50,000

Cost Savings:

- Staff savings will amount to $55,000 per annum and savings of between $30,000 and $50,000 are expected through improved cash flow.

Contact:

Mr. Jack Gartley
Commissioner of Finance
Regional Municipality
of Durham
Durham Towers
60 Bond St. West
P.O. Box 618
Oshawa, Ontario
L1H 8B6
Telephone: (416) 571-3311

or

Mr. R.J.Clapp
Director of Treasury
Services

File No. 310035

REGIONAL MUNICIPALITY OF DURHAM

Population: 276,775

Water and Revenue Projection Model

Background:

- Because of the seasonal variations of water billing cycles, the variations in billing periods (i.e. one, two or three months), and the sensitivity of water consumption, it was difficult to provide revenue information that was meaningful or information that could be related to annual revenue expectations.

What They Did:

- The Region hired a consultant to develop a mathematical model that would project on a month-to-month basis water and sewer revenues and correlate results to budgeted annual revenues.
- The project was constituted in three stages:

  1. Model development (i.e. review billing and rating system, develop mathematical model, etc.).
  2. Monitor accuracy.
  3. Adjust model as deemed necessary for ongoing use.
- The computerized model runs off an IBM PC.

Who Did It?

- Mike Louden, Consultant.

Results:

- With revenues predicted for customer consumption throughout the year, the Region is capable of evaluating month-to-month results and can quickly adjust operations or rates to eliminate year-end shortfalls.
- More reliable monthly budget reports are available.

Completion Date:

- April 30th, 1985

Costs:

	ESTIMATED	ACTUAL
. Consultants:	$ 29,000	$ 29,000

Municipal Action '85 Contribution:

- $14,500

Cost Savings:

- Savings of approximately $60,000 per annum are expected through reduction in staff time and improved accuracy of financial information.

Contact:

Mr. Jack Gartley
Commissioner of Finance
Regional Municipality of Durham
Durham Towers
60 Bond Street West
P.O. Box 618
Oshawa, Ontario
L1H 8B6
Telephone: (416) 571-3311

or Mr. Jim Clapp
Director of
Treasury Services

File No. 405006

REGIONAL MUNICIPALITY OF DURHAM

Population: 276,775

Preventative Maintenance System
Training Program

Background:

- A preventative maintenance control system for the Oshawa-Whitby Water Supply Plants and Distribution System has recently been implemented.
- In order to effectively operate the system, the staff needed to be trained on the computer facilities.

What They Did?

- The Works Department set up a training program for all staff in order to teach them how to use and operate the Region's newly installed maintenance control system.
- Approximately 95 employees (primarily plant operators and technicians) were involved with the training.
- The Region purchased the basic courses.

Who Did it?

- Digital Equipment of Canada Ltd.

Results:

- The proper training of staff should optimize the effectiveness of the automated preventative maintenance system.
- The new system should result in a more efficient maintenance operation.

Completion Date:

- June 30th, 1985

Costs:

	ESTIMATED	ACTUAL
. Training:	$ 18,300	$ 15,969

Municipal Action '85 Contribution:

- $7,964

Cost Savings:

- The combination of staff training with the preventative maintenance system will result in a more cost effective operation.

Contact:

Mr. Ron Keith
Plant Operations Technician
Works Department
Regional Municipality of Durham
Box 623
105 Consumers Drive
Whitby, Ontario
LIN 6A3
Telephone: (416) 668-7721

File No. 303084

TOWNSHIP OF DYSART ET AL

Population: 3,537

Financial Information System

Background:

. The Municipality's financial information was outdated and cumbersome for staff.
. There was a need to upgrade and automate their financial system.

What They Did:

. The Municipality implemented an IBM PC micro-computer system with software to include:
- tax billing/receivables, general ledger, accounts payable, payroll, budgeting and word processing.
. BACPAC is being incorporated with the system.

Who Did It?

. Clarkson Gordon, consultants.

Results:

. More accurate and timely financial information is available for council, staff and the public.
. Cash flow has improved through more efficient billing and easier notification of overdue accounts.
. The overall financial management of the Municipality has improved.

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 21,818	$ 19,818
. Implementation/Software:	20,000	20,000
. Total	$ 41,818	$ 39,818

Municipal Action '85 Contribution:

. $10,000

Cost Savings:

. Savings of $13,000 per annum from reduced service bureau costs. There will be additional savings from improved cash flow and freeing up staff time.

Contact:

Mr. Wayne B. Wood
Clerk-Administrator
Township of Dysart Et Al
Box 389, Maple Avenue
Haliburton, Ontario
K0M 1S0
Telephone: (705) 457-1986

File No. 304024

TOWNSHIP OF EAR FALLS

Population: 2,056

Financial Management Information System

Background:

- The Township's financial accounting system was not functioning adequately.
- The use of a service bureau for tax billing was not effective enough.
- Other accounting functions were done manually which resulted in an out-of-date, cumbersome and time consuming system.

What They Did:

- The Township automated its general accounting/financial operations by installing REXON (RX100) hardware and software packages that include: general ledger, accounts payable, tax billing/receivables, water billing/receivables, budget, payroll and trailor lease agreements.
- BACPAC is being included with the system.

Who Did It?

- Management Solutions Inc. (M.S.I.)

Results:

- The system provides better information for council and management which results in improved decision-making.
- It reduces operating costs and staff work loads.
- Service to the public is improved.
- A more efficient and effective system has resulted.

Completion Date:

- July 31st, 1984

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 25,290	$ 25,290
. Software:	23,450	23,450
. Training:	4,000	4,000
. Total	$ 52,740	$ 52,740

Municipal Action '85 Contribution:

- $13,725

Cost Savings:

- Savings of $19,500 per annum are expected.

Contact:

Mr. D. Kristjansen
Deputy Clerk-Treasurer
Township of Ear Falls
P.O. Box 309
15 Spruce Street
Ear Falls, Ontario
P0V 1T0
Telephone: (807) 222-3624

File No. 303126

TOWN OF EAST GWILLIMBURY

Population: 12,945

Automated Accounting System

Background:

- The Town's manual accounting functions were time consuming for staff and led to delays in reporting information.
- Tax billings and payroll were processed by outside service bureaus.
- The Town needed to automate its accounting system.

What They Did:

- The Town installed an IBM System 23 mini-computer with software that includes: general ledger, taxation, water and sewer system, recreation and word processing.

Who Did It?

- IBM Canada Ltd. and Camlok Ltd.

Results:

- Budget control and cash flow has been improved.
- Clerical workload has been reduced.
- Collection procedures have been simplified allowing for more effective notices and more rapid collections.
- Up-to-date and accurate financial information is readily available.

Costs:

	ESTIMATED		ACTUAL
. Hardware:	$ 17,630		$ 17,630
. Software:	17,433		17,433
. Auditors:	2,100		2,100
. Total	$ 37,163	. Other:	1,000
		. Total	$ 38,163

Municipal Action '85 Contribution:

- $8,717

Cost Savings:

- Savings of $24,200 per annum through elimination of service bureau costs and not hiring additional staff.

Contact:

Mr. Fred A. Reid
Treasurer
Town of East Gwillimbury
18,066 Leslie Street
Sharon, Ontario
LOG IVO
Telephone: (416) 478-4296

File No. 303108

TOWNSHIP OF EAST ZORRA-TAVISTOCK

Population: 7,082

Financial Information System

Background:

- The Township's accounting system was completely manual except for tax billings which was prepared by a service bureau.
- They needed to automate their financial operations.

What They Did:

- The Township installed an REXON (RX200) computer system with software that includes: tax billing, miscellaneous accounts receivable, accounts payable, general ledger, payroll/personnel, project management and chart of accounts.

Who Did It?

- Molnar Systems Group and temporary staff.

Results:

- Improved cash flow and better budget control has resultd.
- The system has provided more timely and meaningful financial reports,
- Staff time is better utilized.
- The financial operations of the Township will be more economical and efficient.

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 49,365	$ 33,605
. Software:	20,700	20,700
Other:	1,000	10,761
. Total:	$ 71,065	$ 65,066

Municipal Action '85 Contribution:

- $10,850

Cost Savings:

- Savings through short-term borrowing/deposits $11,500; staff time savings $4,500 and reduction in cost of printing tax bills $2,600.

Contact:

Mr. John V. Killing
Clerk-Treasurer
Township of East Zorra-Tavistock
Box 100
Hickson, Ontario
N0J 1L0
Telephone: (519) 462-2697

File No. 303028

TOWN OF ELLIOT LAKE

Population: 18,670	Financial Management System
Background:	. The Town recognized the need to implement more effective and efficient policies and procedures in order to cope with rapid growth as well as economic restraint. . The Town needed to expand its existing mini-computer system to exert greater financial control.
What They Did:	. The Town developed new software to run with the existing accounting system that would enable them to improve financial control and financial planning capabilities. . The new functions were implemented in two phases: . Phase I consisted of Trailor Park Receivables, Purchase Order Encumberance and General Accounts Receivable. . Phase II consisted of Long Range Capital Forecasting, Budget Planning and Debenture Control.
Who Did It?	. Computer Solutions Inc. and Giffels Associates Ltd.
Results:	. The added programs have moved the Town's system from strictly accounting functions to a more comprehensive financial management and planning environment. . Reporting to council and administration has improved. . The Financial Planning System was documented to assist the Town with planning and implementing programs.

		ESTIMATED	ACTUAL
Costs:	. Consultants/software:	$ 59,300	$ 57,427

Municipal Action '85 Contribution:	. $25,000
Cost Savings:	. Cost savings of $20,000 per annum are expected.

Contact:

Mr. M. C. Bishop
Treasurer
Town of Elliot Lake
45 Hillside Drive North
Elliot Lake, Ontario
P5A 1X5
Telephone: (705) 848-2288

File No. 303134

TOWNSHIP OF ENNISMORE

Population: 3,083

Financial Information System

Background:

- The County of Peterborough and eight area municipalities formed a User's Group to assess data processing needs and to determine areas where joint efforts might lead to cost savings.
- The County developed the software and the other municipalities acquired it.
- The Township of Ennismore's financial system was a combination of manual procedures and service bureau processing. They needed to centralize and automate their operations.

What They Did:

- The Township installed a MAI Basic Four System 2000 micro-computer with software that includes: general ledger, taxation, accounts payable and receivable, payroll, roads, MTC reporting, parks and recreation and financial reporting.
- The County of Peterborough supplied the software.

Who Did It?

- MAI Canada and Richter and Associates.

Results:

- Up-to-date and accurate financial information is readily available for council, staff and the public.
- Budget control and cash flow have improve.
- The User's Group provides back-up support in the event of hardware or operating problems.

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 35,970	$ 39,776
. Software:	4,500	11,021
. Training:	5,000	6,910
. Other:	11,900	6,813
. Total:	$ 57,370	$ 64,520

Municipal Action '85 Contribution:

- $9,000

Cost Savings:

- Savings of $13,065 per annum are expected through elimination of service bureau charges ($2,200), reduced interest charges ($8,765) and reduced overtime ($2,100).

Contact:

Mr. Norman K. Kyle
Clerk-Administrator
Township of Ennismore
801 Tara Road
Ennismore, Ontario
KOL ITO
Telephone: (705) 292-9892

File No: 307080

TOWNSHIP OF ESSA

Population: 14,277

Financial Management System

Background:

- The Township's financial systems were manual except for tax billing which was prepared by a service bureau.
- There was a need to upgrade and automate the financial operations in order to accommodate future growth.

What They Did:

- The Township installed an Olivetti Model AM 1042E computer system with software that includes: taxation, utility billing, accounts receivable/payable, general ledger, payroll, word processing, maintenance management and spreadsheet.
- BACPAC is being incorporated with the system.

Who Did It?

- Olivetti Canada Ltd. and temporary staff.

Results:

- Up-to-date and accurate financial information is available to council, staff and the public.
- Cash management and tax collection have improved.
- The overall administration of the Township is more effective and efficient.

Costs:

	ESTIMATED	ACTUAL
Hardware:	$ 32,038	$ 34,281
Software/ Training:	51,000	50,525
Total:	$ 83,038	$ 84,806

Municipal Action '85 Contribution:

- $ 25,500

Cost Savings:

- Savings of $31,200 per annum are expected through improved tax collection, reduced personnel costs and eliminated service bureau costs.

Contact:

Ms. Joyce Robson
Treasurer/Deputy-Clerk
Township of Essa
P.O. Box 10
Angus, Ontario
L0M 1B0
Telephone: (705) 424-9770

File No. 303182

TOWN OF ESSEX

Population: 5,978

Financial Information System/
Public Utilities Commission

Background:

- The Town's Public Utilities Commission's system of billing was outdated and cumbersome for staff.
- They needed to automate their procedures.

What They Did:

- The PUC installed a MAI Basic Model Four mini-computer system with software that includes: accounts payable, general ledger, average daily consumption, payroll, meter management, accounts receivable, billing and inventory.
- It is part of the County-wide installation of computer systems.

Who Did It?

- MAI Canada and Sphere Holdings Inc.

Results:

- More complete and detailed information for staff, management and commissioners is available.
- Records of all hydro, water and sewage customers, as well as consumptions, demand charges and other billing data are maintained.
- Budget and financial controls have improved.

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 21,557	$ 20,952
. Software:	10,800	13,233
. Training:	4,253	5,291
. Total	$ 36,610	$ 39,476

Municipal Action '85 Contribution:

- $7,527

Cost Savings:

- Savings of $10,000 per annum through time savings and faster billing turnaround.

Contact:

Mr. John Wladarski
General Manager
Essex PUC
P.O. Box 248
Essex, Ontario
N8M 2Y3
Telephone: (519) 776-5291

or

Mr. D.R. Emmons
Administrator
Town of Essex
33 Talbot Street South
Essex, Ontario
N8M 1A8
Telephone: (519) 776-7336

File No. 404018

CITY OF ETOBICOKE

Population: 296,767

Centralized Computer Services

Background:

- The City of Etobicoke, Board of Education and the Etobicoke Hydro Electric Commission wanted to increase and improve their operating and service capabilities, and wanted to examine the potential for sharing a central in-house computer system.

What They Did:

- They established a Joint Staff Working Committee comprised of members from the City, the Board and Hydro to examine the feasibility of such a system.
- They hired consultants to conduct a feasiblity study of establishing a central computer facility.
- They examined factors such as: the size of the expenditure, the common authority to which all three organizations report, economic advantages of a centralized computer, etc.

Who Did It?

- Peat, Marwick and Partners, management consultants.

Results:

- The study concluded that the technological and economical advantages of a centralized computer facility would accrue only to the City of Etobicoke and the Board of Education, and that it would not be economical for the Hydro Commission to participate.
- The feasibility study will enable full sharing of the findings and methodology with other municipalities.

Completion Date:

- May 31st, 1984

Costs:

	ESTIMATED	ACTUAL
. Consultants fees:	$26,000	$26,000
. Expenses:	2,500	2,500
. Total	$28,500	$28,500

Municipal Action '85 Contribution:

- $14,250

Cost Savings:

- Not quantifiable in the short term. Implementation of study findings has been recommended.

Contact:

Mr. David Deaves
Treasurer
City of Etobicoke
Civic Centre
Etobicoke, Ontario
M9C 2Y2
Telephone: (416) 626-4212

File No. 303034

TOWNSHIP OF FOLEY

Population: 1,172

Financial Information System

Background:

- The Township's outdated manual financial system was time consuming and frustrating for staff.
- They needed to automate and improve their financial management system.

What They Did:

- The Township installed a VICTOR 9000 micro-computer system with software that includes:
  - -accounts payable
  - -tax billings and receivables
  - -general ledger
  - -budget
  - -word processing facilities
- BACPAC is being incorporated with the system.

Who Did It?

- Gordon Molnar and Associates.

Results:

- Several other municipalities in the area (Humphrey, Carling and McDougall) use a similar system and an "informal" user's group has been formed. This co-operative effort will have many benefits (ie. joint purchase of supplies, hardware and software back-up, help with problems, etc.).
- There is substantial improvement in accounting and management information.

Completion Date:

- December 31st, 1984

Costs

	ESTIMATED	ACTUAL
. Hardware:	$ 8,990	9,619
. Software:	10,360	10,692
. Training:	3,500	
. Total	$ 22,850	$ 20,311

Municipal Action '85 Contribution:

- $6,180

Cost Savings:

- Annual savings of $5,000 per annum are expected in personnel costs and interest charges.

Contact:

Mrs. Marie Kendrick
Clerk-Treasurer
Township of Foley
R.R. 2
Parry Sound, Ontario
P2A 2W8
Telephone: (705) 378-2211

File No. 303033

TOWN OF FORT ERIE

Population: 24,277 — Financial Management Information System

Background:

- The Town's financial information system was not functioning adequately.
- Operational deficiencies included: time lags in tax billing/receivables, tax arrears, and out-of-date information for Council and staff.

What They Did?

- The Town improved its financial management system by purchasing an in-house computer system capable of meeting current data processing needs.
- They installed a REXON (RX400) mini-computer with software packages to perform the following functions: general ledger, budget, taxes, payroll, accounts payable, water billing, inventory, maintenance management and word processing facilities.

Who Did it?

- Management Solutions Inc. (M.S.I.)

Results:

- The system has improved financial reporting facilities.
- Service to the public has improved.
- More timely information is available for Council.
- Cash flow and budget control have improved.
- Tax notification and collection have also improved.

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 85,902	$ 85,902
. Software:	50,700	50,700
. Total	$ 136,602	$ 136,602

Municipal Action '85 Contribution:

- $25,350

Cost Savings:

- Minimum annual savings of $30,000 are expected.

Contact:

Mr. Ron Lampman
Deputy Treasurer
Town of Fort Erie
206 Jarvis Street
Fort Erie, Ontario
L2A 2S6
Telephone: (416) 871-1600

File No. 303092

TOWN OF FORT FRANCES

Population: 8,673

Financial Management System

Background:

- Equipment breakdowns and the slowness of the Town's computer system led to delays in obtaining information.
- Because of the Town's remoteness, it owns substantial equipment and vehicles as well as operating its own airport, daycare and transit systems.
- There was a need for the Town to improve its financial management system.

What They Did:

- The Town installed a fully integrated REXON (RX 400) computer system with software that includes: general ledger, accounts payable/receivable, budget, taxation, utilities, inventory, personnel/payroll, vehicle and equipment maintenance and word processing.
- Terminals were provided for Public Works, airport and daycare.
- BACPAC is being incorporated with the system.

Who Did It?

- Molnar Systems Group and in-house staff.

Results:

- By providing terminals for departments in remote locations, the operation is fully integrated.
- The system provides management control, faster financial reporting and more effective and efficient services for council, staff and the public.
- Additional staff will not be required and clerical workload is reduced.

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 94,211	$115,536
. Software:	56,700	56,700
. Training:	16,000	8,327
. Total	$166,911	$180,563

Municipal Action '85 Contribution:

- $34,600

Cost Savings:

- Cost savings of approximately $106,500 will be realized over the next three years through the availability of more timely information and reduced staff and maintenance costs.

Contact:

Ms. Carol A. Halvorsen
Treasurer/Office Manager
Town of Fort Frances
P.O. Box 38
Fort Frances, Ontario
P9A 3M5
Telephone: (807) 274-5323

File No. 303023

COUNTY OF FRONTENAC

Population: 115,452

Financial Management System

Background:

- Financial operations were fragmented and lacked a means of overall control.
- Payroll was prepared in three locations and the general ledger was out-of-date.
- The County needed to update and automate its financial management system.

What They Did:

- The County installed a REXON (RX400) mini-computer system with software packages to address: - general ledger, budget, accounts payable, payroll, records for the for Home of the Aged, County library records, tax system reporting and collection, and word processing.

Who Did It?

- CAO Systems

Results:

- The system consolidates the accounting functions to provide immediate information for management control.
- It improves the cash flow and lowers borrowing costs.
- It provides more efficient retrieval and more up-to-date information.
- In general, a more efficient system has resulted.

Costs:

	ESTIMATED		ACTUAL
. Hardware	$ 65,000		$104,458
. Software	44,000		18,495
. Total	$109,000	. Training:	12,000
		. Implementation:	36,000
		. Total	$170,953

Municipal Action '85 Contribution:

- $22,000

Cost Savings:

- Minimum annual savings of $21,000 are expected.

Contact:

Mr. G.R. Howes
Treasurer
County of Frontenac
Court House
Kingston, Ontario
K7L 2N4
Telephone: (613) 548-7411

File No. 303024

TOWNSHIP OF GEORGINA

Population: 19,357

Financial Management Information System

Background:

- The in-house computer system for General Ledger, Payroll, Budget and Water Billing was inefficient and strained.
- The on-line system for Tax Billing and Receivables was inadequate because of limited access and functions, and was not interfaced with the in-house system.

What They Did:

- The Township improved and integrated its Financial Management system by purchasing an in-house computer capable of meeting all data processing needs.
- They installed a REXON (RX400) mini-computer with software packages to perform the following functions:
    - General Ledger
    - Accounts Payable/Receivable
    - Tax Billing
    - Water Billing
    - Budget
    - Payroll
    - Word Processing

Who Did It?

- Management Solutions Inc. (M.S.I.)

Results:

- The fully integrated and automated financial management system provides the Township with improved information and reporting facilities.
- It provides more timely accounting procedures.
- Staff workload has been reduced.

Costs:

	ESTIMATED	ACTUAL
Hardware:	$104,276	$104,276
Software/ Implementation:	50,600	56,428
Total	$154,876	$160,704

Municipal Action '85 Contribution:

- $22,800

Cost Savings:

- Minimum annual savings of $65,000. (Staff avoidance costs $15,000, eliminated Service Bureau costs $45,000 and micro-computer costs $5,000.)

Contact:

Mr. S. N. Armstrong
Director of Finance and Treasurer
Township of Georgina
Civic Centre
Keswick, Ontario
L4P 3E9
Telephone: (416) 476-4301

File No. 405019

TOWN OF GODERICH

Population: 7,297

Computer Service

Background:

- The Town's financial operations were a combination of manual functions and service bureau processing.
- They needed to centralize and automate their financial procedures.

What They Did:

- The Town installed a micro-computer network which operates on IBM PCs.
- Software includes: general ledger, accounts payable/receivable, tax system, utility system, budget and word processing.

Who Did It?

- Clarkson Gordon

Results:

- The new system provides up-to-date and accurate financial information to council, staff and the public.
- Access to municipal information will be simplified.
- Financial reporting is much easier.
- The project had set out to include Goderich P.U.C. however, they decided not to proceed with implementation.

Costs

	ESTIMATED	ACTUAL
. Hardware:	$ 74,432	$ 37,216
. Software/Training:	40,380	23,200
. Other:	23,924	9,000
. Total	$138,736	$ 69,416

Municipal Action '85 Contribution:

- $11,620

Cost Savings:

- The Town expects savings of $10,000 per annum through eliminated service bureau costs and reduced overtime costs.

Contact:

Mr. Larry J. McCabe
Administrator and Clerk-Treasurer
Town of Goderich
57 West Street
Goderich, Ontario
N7A 2K5
Telephone: (519) 524-8344

File No. 303089

TOWN OF GORE BAY

Population: 779

Financial Information System

Background:

- The Town's manual accounting system was cumbersome and time consuming for staff.
- There was difficulty in obtaining accurate and up-to-date information.
- The Town needed to upgrade its financial information system.

What They Did:

- The Town installed an IBM micro-computer system with software that includes:
  - general ledger, accounts payable, budget, tax billing/receivables, water and sewer billing.
- BACPAC is being incorporated with the system.

Who Did It?

- Clarkson Gordon

Results:

- The Town's financial management is more effective and efficient.
- Budget control and cash flow have improved.
- More timely and accurate financial information is available to council, staff and the public.

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 18,079	$ 16,337
. Software/Training:	24,000	15,705
. Total	$ 42,079	$ 32,042

Municipal Action '85 Contribution:

- $7,852

Cost Savings:

- Savings of $12,000 per annum in reduced staff costs and time. Increased revenue is approximately $2,500 due to tax collection improvement, better budget control and more efficient cash flow management.

Contact:

Ms. Joyce Foster
Clerk-Treasurer
Town of Gore Bay
P.O. Box 298
Gore Bay, Ontario
P0P 1H0
Telephone: (705) 282-2420

File No. 303173

TOWNSHIP OF GOSFIELD SOUTH

Population: 7,324

Financial Information System

Background:

- The Township's financial operations were a combination of manual functions and service bureau processing.
- Time lags and out-of-date information resulted.
- They needed to automate their financial system.

What They Did:

- The Township installed a MAI S210 computer system with software that includes: tax billing and receipts, water billing, general ledger, payroll and municipal drainage.
- The County of Essex supplied the software.

Who Did It?

- MAI Canada and Richter and Associates.

Results:

- Staff workload has been reduced. This has freed up time to perform duties in other areas of the organization.
- Cash flow and cash management has improved.
- Service to the public has improved.
- Up-to-date and accurate financial information is readily available.
- The number of hours required to send four water invoices a year and collect payments has been reduced from 320 hours to 32 hours.

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 50,151	$ 63,520
. Software conversion/ Training:	18,000	18,000
. Total	$ 68,151	$ 81,520

Municipal Action '85 Contribution:

- $9,000

Cost Savings:

- Savings of $40,000 per annum after five years of operation are expected.

Contact:

Mr. D.M. Digiovanni
Clerk
Township of Gosfield South
Kingsville, Ontario
N9V 2Y9
Telephone: (519) 733-2305

File No. 303131

TOWN OF GRIMSBY

Population: 16,007

Financial Information System

Background:

- The Town's financial system was a combination of manual functions and service bureau processing. It was a time consuming and frustrating system for staff.
- They needed to automate their financial operations.

What They Did:

- The Town installed a REXON (RX 450) computer system with software that includes: general ledger, budget, accounts payable, accounts receivable, tax billing, water billing/receivables, payroll, project management, inventory and word processing.
- The system provides direct terminal access for parks and recreation, adminstration, public works, building and treasury departments.
- The public works department is using an IBM PC as their terminal. This allows them to use the main system as well as running engineering applications.

Who Did It?

- Molnar Systems Group.

Results:

- Automation eliminates duplication of staff effort.
- More detailed and timely information is available.
- Budget control and cash flow have improve.

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$146,337	$145,730
. Software:	60,562	60,890
. Consultants:	5,000	5,000
. Training:	2,000	2,500
. Contract Staff:	3,000	3,150
. Total	$216,899	$217,270

Municipal Action '85 Contribution:

- $35,281

Cost Savings:

- Savings of $10,000 per annum through eliminated service bureau costs and previous operating costs. There will be additional savings through reduced staff time, improved cash flow and increased productivity.

Contact:

Mr. A.E. Jansen
Treasurer
Town of Grimsby
160 Livingston Avenue
P.O. Box 159
Grimsby, Ontario
L3M 4G3
Telephone: (416) 945-9634

File No. 306005

CITY OF GUELPH

Population: 76,658

Equipment Management System

Background:

- The manual method of keeping records and files for vehicle performance and maintenance led to redundancy, wasted manpower and out-of-date information.

What They Did:

- The City hired consultants to design and implement an all encompassing equipment management system to run off the City's UNIVAC computer system.
- Functions that were automated include: asset control (ie. equipment inventory, classification and identification), services support (preventative maintenance, parts inventory), data support (reports), financial support (budgets, revenues and accounting) and equipment replacement.
- The system provides detailed cost breakdowns of individual equipment, differentiates between operating, repair and maintenance costs and allows ad hoc reporting.

Who Did It?

- Canadian Management Control Systems (C.M.C.S.) management consultants.

Results:

- Computerized record keeping has reduced staff time spent on manual records.
- Decision-making on equipment utilization and acquisition has improved.
- Expenditures on equipment repairs have been reduced.

Costs:

	ESTIMATED		ACTUAL
. Consultants:	$ 75,000		$75,000
. Total	$ 75,000	. Equipment:	6,500
		. Other:	3,000
		. Total	$84,500

Municipal Action '85 Contribution:

- $37,500

Cost Savings:

- Cost savings of $75,000 per annum are expected.

Contact:

Mr. J. R. Merritt or
Treasurer
City of Guelph
59 Carden Street
Guelph, Ontario
N1H 3A1
Telephone: (519) 822-1260

Mr. Mike Onions
Maintenance Management
Co-ordinator
(519) 837-5604

File No. 306007

CITY OF GUELPH

Population: 76,658

Computerized Stock
Control System

Background:

- The City's Stock Control System was completely manual.
- There was a need to automate and integrate the system in order to provide more relevant data for analysis and reports and to exert greater control over usage.

What They Did:

- The City hired consultants to design and implement a stock control system to run off the City's UNIVAC Computer system.
- Functions that were automated include: stock listings, receipts and issues, purchase orders, historical usage, inventory and supplier master files.
- An ad hoc inquiry feature was also built in.

Who Did It?

- Canadian Management Control Systems (C.M.C.S.) management consultants.

Results:

- The stock control system is fully integrated with the maintenance management system, equipment management system and the financial system.
- Comprehensive data is immediately available.
- Improved control results in reduced obsolescence and wastage. There has also been reduced input errors.

		ESTIMATED		ACTUAL
Costs:	. Consultants:	$ 52,900	. Consultants:	$ 52,900
			. Hardware:	6,700
			. Other:	7,900
			. Total	$ 67,500

Municipal Action '85 Contribution:

- $26,450

Cost Savings:

- Savings of $76,500 per annum through reduced interest and wastage, improved equipment utilization and productivity.

Contact:

Mr. Mike Onions
Maintenance Management
Co-ordinator
City of Guelph
59 Carden Street
Guelph, Ontario
N1H 3A1
Telephone: (519) 837-5604

File No. 303104

TOWNSHIP OF GUELPH

Population: 2,932

Computerized Accounting System

Background:

- The Township's manual accounting system was outdated and time consuming for staff.
- They needed to upgrade and automate their accounting procedures.

What They Did:

- The Township installed an IBM PC micro-computer system with software that includes: general ledger, accounts payable, tax billing and receivables.
- BACPAC is being incorporated with the system.

Who Did It?

- Woods Gordon

Results:

- Financial reporting is more accurate and much faster.
- Reduction in clerical workload allows staff to concentrate on other administrative tasks.
- Cash flow and cash management have improved.
- More meaningful information is available to council, staff and the public.

Costs

	ESTIMATED	ACTUAL
. Hardware:	$ 9,804	$ 9,312
. Software/ implementation:	16,700	17,258
. Total	$ 26,504	$ 26,570

Municipal Action '85 Contribution:

- $8,350

Cost Savings:

- Savings of $6,755 per annum through eliminated service bureau costs ($2,000) and improved cash management ($4,755). There will be additional savings through improved efficiency. Tax Receivables decreased by $60,000 in 1985.

Contact:

Mr. Scott L. Metcalfe
Treasurer/Tax Collector
Township of Guelph
R.R. 5
Guelph, Ontario
N1H 6J2
Telephone: (519) 822-4661

File No. 307038

REGIONAL MUNICIPALITY OF HALTON

Population: 254,085

Water and Sewer Rate Forecasting

Background:

- The record systems for water and sewer rates are kept separately by the four area municipalities in Halton and only once a year is information summarized and inputted into a program to forecast annual water rates.
- As a result, control and predictability are difficult.

What They Did:

- The region designed and implemented enhancements to their existing system.
- The data entry mode, generation of new output based on revised input and prediction computation were included.
- Specific functions include: projection for any number of years in the future (5 years), provision of variance reports, provides adjusted projections based on latest actuals.
- The system builds an artificial calendar year of water billing and usage figures.

Who Did It?

- Temporary staff was hired to undertake the assignment.

Results:

- The water and sewer forecasting system is part of a comprehensive computer systems plan.
- It improves control of expenditures.
- Information on consumption and revenues is easily available. Monthly, and not just annual, calculations are available.
- Better budgetary analysis is provided by the sound financial projections.

Completiton Date:

- December 31st, 1984

Costs:

	Estimated	Actual
Temporary Staff Costs:	$ 24,000	$ 24,625
Machine Time:	10,000	12,250
Other:	1,500	-
Total	$ 35,500	$ 36,875

Municipal Action '85 Contribution:

- $17,750

Cost Savings:

- Annual savings of $20,000 are expected.

Contact:

Mr. Winston Eng
Supervisor
Systems and Data Processing
Regional Municipality of Halton
P.O. Box 7000
1151 Bronte Road
Oakville, Ontario
L6J 6E1
Telephone: (416) 827-2151

File No. 303039

REGIONAL MUNICIPALITY OF HALTON

Population: 247,311

Financial Information System

Background:

- The Region needed to automate major financial reporting activities, increase in-house data processing expertise and improve the usefulness and control from management information.
- The Region has recently acquired a VAX11/750 computer system from Digital Equipment.

What They Did:

- The project began with a review of their financial information system requirements.
- Initially the general ledger and accounts payable software were implemented.
- Provision was made for other functions such as reporting, budgeting encumbrances, project accounting and cost allocations.

Who did it?

- Grosthwait Consulting Services reviewed the system requirements; McCormack and Dodge supplied the software; temporary staff for programing were hired and permanent staff implemented.

Results:

- On-line enquiry and report writer facilities makes information readily available.
- Staff workload is reduced.
- Financial information has improved as follows: improved monthly reporting to program managers, improved year end reporting; prior year's history available for comparative reporting; ad hoc reporting available; increased controls, ie. control posting to certain accounts; automate accrual reversals; repeating entries facility; diorized entries; on-line enquiry; improved budget information; improved budgeting techniques.

Completion Date:

- January 15, 1984

Costs:

	Estimated	Actual
. Manpower:	$ 29,031	30,729
. Software/training:	83,000	79,500
. Total	$ 112,031	$ 110,229

Municipal Action '85 Contribution:

- $50,000

Cost Savings:

- Difficult to quantify, however there is reduced overtime and greater productivity.

Contact:

Ms. Carol Budd
Supervisor of Accounting Services
Regional Municipality of Halton
P.O. Box 7000
1151 Bronte Road
Oakville, Ontario
L6J 6E1
Telephone: (416) 827-2151, Loc. 402

File No. 308013

REGIONAL MUNICIPALITY OF HALTON

Population: 247,311

Computerized Personnel System

Background:

- Payroll Support services were provided by a bank, but all personnel records and systems were maintained manually.
- This resulted in heavy workloads for staff and limited access to information.

What they did:

- The Region developed a database of personnel information that runs on their existing VAC 11/750 system.
- The system provides for the electronic preparation, maintenance and manipulation of personnel records for each employee (approximately 1800), utilizing specific software which enables the change and movement of data and the preparation of a variety of reports saving considerable staff time. These include seniority lists, salary wage information and changes, benefits records, insurance calculations.

Who did it?

- Woods Gordon, Management Consultants and an in-house systems group.

Results:

- Efficiency has improved through reduced clerical effort and errors.
- Improved staff utilization by use of reports by department heads to monitor the activities of staff members charged to various responsibility centres.
- Personnel data is more accurate and readily available.

Costs:

	Estimated	Actual
Consultants:	$ 4,261	$ 4,261
Temporary Staff:	7,500	
Other:	2,400	8,575
Total	$14,161	$12,836

Municipal Action '85 Contribution:

- $5,880

Cost Savings:

- It is estimated that the annual cost-savings will be approximately $6,900.

Contact:

Mr. Dennis Camm
Director of Personnel-
Labour Relations
P.O. Box 7000
1151 Bronte Road
Oakville, Ontario
L6J 6E1
Telephone: (416) 827-2151

or Ron Simpson
Personnel Officer

File No. 308002

REGIONAL MUNICIPALITY OF HALTON

Population: 247,311

Pay for Performance in Management

Background:

- The salaries of professional positions in the Regional Municipality of Halton were lower than in other equivalent municipalities.
- A review of an appropriate compensation system was deemed important to redress the inadequacies of the existing policies.

What They Did:

- They hired consultants to develop a Performance Pay Program which includes: objectives, method of performance ratings and measurements, etc.
- The Program provides a comprehensive communication and training program for staff in performance measurement.
- They established a system of paying compensation according to improved productivity and performance.
- They established a Performance Evaluation Program Manual to provide employees with an understanding of the Evaluation Program developed for management positions.

Who Did It?

- Peat, Marwick and Partners, Consultants.

Results:

- The original objectives were not achieved and results are limited.
- The Inflation Restraint Act 1983 and the Public Sector Prices and Compensation Review Act 1984 caused suspension of pay increments. As a result, compensation components are being refined.
- Halton's performance evaluation has improved.
- Full implementation to be commenced after the new system tried with Department Heads.

Costs:

	ESTIMATED	ACTUAL
. Consultant including training:	$19,000	$18,565
. Expenses:	1,000	4,023
. Total	$20,000	$22,588

Municipal Action '85 Contribution:

- $9,500

Cost Savings:

- Difficult to quantify due to constraints noted in results.

Contact:

Mr. Dennis Camm
Director of Personnel and Labour Relations
Regional Municipality of Halton
Box 7000
1151 Bronte Road
Oakville, Ontario
L6J 6E1
Telephone: (416) 827-2151

File No. 404003

REGIONAL MUNICIPALITY OF HALTON

Population: 247,311

Employee Assistance Program

Background:

- There were no existing policies or services designed to offer assistance to employees who were experiencing problems, (ie. mental health, alcoholism, drug addiction, marital discord, etc.) which may be interfering with their job performance.

What They Did:

- An Employee Assistance Program (E.A.P.). was established serving not only Regional employees but also employees of three of the four area municipalities in Halton, their library boards and one hydro authority.
- The counselling program was established on an easy access no-cost basis (voluntary or mandatory).
- The Program established policy and procedural guidelines for dealing with all problems that may cause absenteeism and/or declining work performance.
- The Program provides channels of referral for assessment, treatment and follow-up to ensure maximum rehabilitation potential.
- It established an E.A.P. Committee composed of employee and management representatives who are responsible for the overall design, maintenance and evaluation of the Program.

Who Did It?

- Halton Family Services provided the initial training of the E.A.P. Committee. It also provides a co-ordinator and professional counsellors.

Results:

- The project is operational and there are employees receiving assistance.
- Although the program is young, it will hopefully reduce lost time from work for personal problems.
- Overall effect is increased productivity.

Costs:

	ESTIMATED	ACTUAL
. Treatment/consultations:	$ 24,301	$24,301
. Training:	4,000	4,000
. Other:	4,000	4,000
. Total	$ 32,301	$32,301

Municipal Action Contribution:

- $15,390

Cost Savings:

- Improved employee well-being will result in increased productivity. As well, absenteeism for sickness has dropped by 10% since the program was introduced.

Contact:

Mr. Dennis Camm
Director of Personnel and Labour Relations
Regional Municipality of Halton
Box 7000
1151 Bronte Rd.
Oakville, Ontario
L6J 6E1
Telephone: (416) 827-2151

File No. 307049

REGIONAL MUNICIPALITY OF HALTON

Population: 247,311

Automation of Police System

Background:

- Retrieval of basic police files and statistical data was slow and severely hampered the operational environment.
- The manual records system was unable to effectively process the volume of information from field operations.

What They Did:

- A Task Force was formed to identify the strengths and weaknesses of the system and make recommendations.
- They developed a Halton Entry and Retrieval computing and Telecommunications (HEART) system in 3 phrases that includes an automated records system, computer aided dispatching system and in car mobile digital terminals.
- Phase I is the automated records system where entry of reports is done through an innovative application called Direct Voice Entry. Phase II is the Computer Aided Dispatch system.
- The data is entered and forms the basis of the Police Force's information system. Officers are able to retrieve it by querying the system directly from video display terminals located in the various divisions.

Who Did It?

- Planning and Research Corporation (PRC) and temporary staff were hired to undertake the assignment.

Results:

- The Police Force now has access to all pertinent information (ie. Canadian Police Information Centre).
- It is a much more efficient and accurate system of information retrieval.
- The automated system reduces the need for additional staff and ensures that the resources the force depends on are used in the most cost effective manner.

Costs:

	ESTIMATED	ACTUAL
. Phase I & 2:		
. Total	$2,000,000	$1,900,000

Municipal Action '85 Contribution:

- $50,000

Cost Savings:

- Manpower savings of approximately $400,000 per year are expected through improved efficiency and emergency response times.

Contact:

Mr. R.D. Hale
Administrator
Halton Regional Police
Force
P.O. Box 2700
White Oaks Blvd.
Oakville, Ontario
L6J 5C7
Telephone: (416) 845-7171

File No. 310016

TOWN OF HALTON HILLS

Population: 34,616

By-law Enforcement and Licensing Records System

Background:

- The manual method of enforcing Parking Tickets and issuing Business Licenses was ineffective and inefficient.
- Detailed information, updates and follow-ups were not readily available.
- The Town needed to upgrade its By-law Enforcement and Licensing Records system.

What They Did:

- The Town computerized these operations by implementing an on-line data system.
- They established a ticket control system that automatically requests Ministry information, sets up and prints summon information and Notice of Violation letters, and provides statistics.
- Established a Licensing records system that provides the printing of business licenses, billing and follow-up, as well as detailed management reporting.

Who Did It?

- The project was managed in-house and students were hired to undertake the work.

Results:

- The system has increased the accuracy, efficiency and timeliness of By-law and Licensing information.
- The availability of instant statistics results in better management reporting.
- It provides immediate updating (no batching).
- Man hours on typing business licenses and parking tickets is reduced.
- It will demonstrate to other small Municipalities the effectiveness of computers in this environment.

Completion Date:

- June 30th, 1984

Costs:

	ESTIMATED	ACTUAL
. Student Salaries:	$ 3,600	$ 3,700
. Other:	1,000	1,000
. Total	$ 4,600	$ 4,700

Municipal Action '85 Contribution:

- $1,800

Cost Savings:

- Annual savings of $3,500 are expected.

Contact:

Mr. Henry Hutzal
Assistant to the Treasurer
Town of Halton Hills
36 Main St. South
Box 128
Halton Hills (Georgetown), Ontario
L7G 4T1
Telephone: (416) 877-5185

File No. 310014

TOWN OF HALTON HILLS

Population: 34,616 Computerized System of Cemetery Records

Background:

- The Town had a manual system of keeping cemetery records and it was inadequate.
- The records were kept at various locations.
- All enquiries, of any nature, took considerable time.

What They Did:

- They established a more efficient computerized system of recording cemetery records.
- They designed a detailed information file for each grave in each cemetery.
- Established an on-line system that provides various inputs such as sales, burials and corrections, as well as outputs such an an indexed catalogue, statistical reports and the invoicing for sales and burials.

Who Did It?

- The project was managed in-house and students were hired to undertake the assignment.

Results:

- Greater efficiency and availability of information has occurred.
- Detailed information by various methods of enquiry (i.e. family tree, statistics, etc.) is available and will provide a greater service to the public.
- Records have been consolidated in a usable form, missing information is highlighted, and cemetery information is instantly available and easily updated.
- The system reduces staff time.

Completion Date:

- December 31st, 1983

Costs:

	ESTIMATED	ACTUAL
. Student Salaries:	$ 4,400	$ 4,550
. Other:	4,000	1,000
. Total	$ 8,400	$ 8,550

Municipal Action '85 Contribution:

- $2,250

Cost Savings:

- Net savings of $1,500 per year in staff time.

Contact:

Mr. Henry Hutzal
Assistant to the Treasurer
Town of Halton Hills
36 Main St. South
Box 128
Halton Hills (Georgetown), Ontario
L7G 4T1
Telephone: (416) 877-5185

File No. 310017

TOWN OF HALTON HILLS

Population: 34,616

Works Department Activities Data Base

Background:

- The manual method of recording and disributing inventory was time consuming and untimely.
- Progress payment certificates were done manually and then typed.
- It was difficult to trace or follow records.

What They Did:

- The Town computerized information capture and the control system by implementing an on-line data system.
- The Town implemented a Works Activity package that includes: inventory, asset records, equipment and property maintenance, billings, etc.
- All works activity applications are designed on-line but are used as a batch system due to costs of providing remote equipment.

Who Did It?

- The project was managed in-house and students were hired to undertake the assignment.

Results:

- The Inventory System has increased the accuracy, efficiency and timeliness of required decision-making information.
- Previous unavailable reports and statistics now aid in decision-making.
- Many hours of repetitive work have been eliminated.
- Progress payment certificates are available fully extended and typed upon entry of new year-to-date quantities.

Costs:

	ESTIMATED	ACTUAL
. Student Salaries:	$ 11,600	$ 16,000
. Other:	14,500	5,000
. Total	$ 26,100	$ 21,000

Municipal Action '85 Contribution:

- $5,800

Cost Savings:

- Annual savings of $6,000 are expected.

Contact:

Mr. Henry Hutzal
Assistant to the Treasurer
Town of Halton Hills
36 Main Street South
Box 128
Halton Hills (Georgetown), Ontario
L7G 4X1
Telephone: (416) 877-5185

File No. 308015

CITY OF HAMILTON

Population: 308,102 — Employee Assistance Program

Background:

- The City of Hamilton identified that there were no existing policies or services designed to offer assistance to employees who were experiencing problems (ie. alcoholism, mental health, drug addiction, marital discord, etc.) which may be interfering with their job performance.

What They Did:

- The City established a confidential Employee Assistance Program on an easy access no-cost basis (voluntary or mandatory).
- The Program provides channels of referral for assessment, treatment and follow-up to ensure maximum rehabilitation potential.
- It established a Joint Advisory Committee composed of labour and management representatives designed to assist and critique the Program.

Who Did It?

- Family Services of Hamilton-Wentworth

Results:

- Employee morale and employee/employer relations have improved.
- Improvements in quality of work and efficiency have resulted which has lead to greater productivity.

Completion Date:

- June 30th, 1985

Costs:

	ESTIMATED	ACTUAL
. Consultants:	$ 48,250	$46,724* (on-going charges)
. Other:	10,500	
. Total	$ 58,750	$46,724

Municipal Action '85 Contribution:

- $29,375

Cost Savings:

- Not quantifiable in the short term. Savings will result from improved employee well-being, reduced absenteeism and increased productivity. To date, statistics indicate a significant reduction in absenteeism for problem employees who have participated in the program. Figures available in January 1986.

Contact:

Ms. Doreen Jones
Deputy Director Personnel
& Fair Employment Officer
City of Hamilton
City Hall
71 Main Street West
Hamilton, Ontario
L8N 3T4
Telephone: (416) 526-4553

File No. 308024

CITY OF HAMILTON

Population: 308,102

Physical Demand
Analysis Program

Background:

- The City wanted to enter into a program of education and research of the physically disabled within their work force.

What They Did:

- The City hired an Occupational Therapist to research and analyze the physical needs of each position within the City to assess whether or not a disabled person would have the ability to perform the physical tasks of the position.
- Standard forms were designed for the ongoing process.
- Supervisory personnel are to be educated in the hiring of disabled persons through an in-house seminar program ("Interviewing Skills Course").

Who Did It?

- Temporary staff were hired.

Results:

- The program assists the City in recruiting new employees. It also assists in rehabilitation employment possibilities of present staff who were disabled during employment.
- As part of the program, there will be a general education towards acceptance of the disabled person in the work place, as well as an orientation process for the disabled worker.

Costs:

	ESTIMATED	ACTUAL
. Temporary Staff:	$ 32,100	$ 12,037

Municipal Action '85 Contribution:

- $6,018

Cost Savings:

- Difficult to quantify. However, gainful employment of the disabled reduces social costs, especially WCB claims if the disability is work related.

Contact:

Ms. Doreen Jones
Deputy Director of Personnel
and Fair Employment Officer
City of Hamilton
City Hall
71 Main Street West
Hamilton, Ontario
L8N 3T4
Telephone: (416) 526-4553

File No. 303138

TOWNSHIP OF HAMILTON

Population: 6,999

Automated Accounting System

Background:

- The Township's general ledger and taxes were prepared by outside service bureaus.
- Other accounting procedures were manual which led to outdated information and delays in reporting.
- The Township needed to automate their financial information system.

What They Did:

- The Township installed an Olivetti micro-computer based financial system.
- Functions automated included general ledger, accounts payable, accounts receivabe, payroll and word processing.
- BACPAC is being incorporated with the system.

Who Did It?

- Community Computer Services Ltd.

Results:

- Accurate and timely financial information is readily available for reporting purposes.
- Budget control and cash flow have been improved.
- Office efficiency has increased.

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 13,000	$ 13,214
. Software/ Consultants:	9,000	7,971
. Total:	$ 22,000	$ 21,185

Municipal Action '85 Contribution:

- $3,985

Cost Savings:

- Savings of $4,600 per annum in eliminated service bureau costs. There will be additional savings through a reduction of staff time in preparing reports.

Contact:

Mr. S.W. Zeran
Chief Administrative Officer
Township of Hamilton
R.R. 6
Cobourg, Ontario
K9A 4J9
Telephone: (416) 342-2811

File No. 310003

REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH

Population: 414,175

Solid Waste Management Data Collection System

Background:

- The previous system of solid waste and data collection proved to be inadequate in terms of time and expense.
- The machine breakdowns, mishandling of information cards, and the cumbersome nature of the system led to serious deficiencies.

What They Did:

- As a result, the Municipality installed a new computerized Solid Waste Management Data Collection System.
- The system is comprised of a host processing (VS90) unit and three on-site personal computers (WANG PC's) used for transfer station data collection.
- The host system produces month-end billing, all month-end reports, all finance and engineering month-end reports and accumulates each month's information into a yearly solid waste history file.

Who Did It?

- Wang Canada Ltd. and James Brindle Consulting.

Results:

- The system is more efficient and accurate in obtaining information and transferring it to the main computer.
- It also guides a weigh master at the transfer station through a pre-determined input format, which results in accurate information.
- It offers greater speed and increased management control.

Completion Date:

- May 31st, 1984

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 39,000	$ 39,978
. Software:	20,000	27,647
. Total	$ 59,000	$ 67,625

Municipal Action '85 Contribution:

- $10,000

Cost Savings:

- Annual cost savings of $68,000 are expected.

Contact:

Mr. Chris Carver
Systems Analyst
Department of Finance
Regional Municipality of Hamilton-Wentworth
P.O. Box 910
119 King Street West
Hamilton, Ontario
L8N 3V9
Telephone: (416) 526-4252

File No. 310005

REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH

Population: 410,045

Water and Sewer Billing System

Background:

- Meter reading was entered by hand on cards which then was key punched for entry into the data system before billing was prepared.
- Inaccuracy and time lags from the time of reading the meter to the actual billing occurred.
- The increased size of the Municipality led to problems with the increased volume.

What They Did:

- A computerized Water/Sewer Data Collection and Billing System was developed.
- They installed a micro-computer to automate data collection and a mini-computer to act as a communications controller.
- They implemented hand-held micro-computer devices to collect and store data on routes.

Who Did It?

- Porta Printers supplied the hand-held micros and Computer Solutions developed the software.

Results:

- It improved the operating efficiency as data can be retrieved, displayed and modified where necessary.
- Data can be entered at the site which improves the monitoring ability.
- Eliminates meter reading books.
- Improves the facility for keeping route statistical data up-to-date. (i.e. meter reading history, route history, route problems and daily route productivity report).
- It provides all day access to meter files without interfering with the on-line enquiry system.
- Speeds up billing and improves cash flow.
- It is a cost effective system.

Costs:

	ESTIMATED	ACTUAL
Hardware:	$ 66,000	$38,500
Programming/software:	31,800	32,500
Total	$ 97,800	$71,000

Municipal Action '85 Contribution:

- $15,000

Cost Savings:

- Savings potential of $300,000 per annum.

Contact:

Ms. Sharon Ferris
Department of Finance
Regional Municipality of Hamilton-Wentworth
P.O. Box 910
119 King Street West
Hamilton, Ontario
L8N 3V9
Telephone: (416) 526-4295

File No. 303073

TOWN OF HANOVER

Population: 6,199

Financial Information System

Background:

- The Town's financial information system was manual except for the use of service bureaus for tax billing and general ledger.
- The system was cumbersome and time consuming for staff. Up-to-date information was not readily available.
- The Town needed to improve its financial information system.

What They Did:

- The Town conducted a needs study and then installed a REXON (RX 200) computer system (256K memory) with software that includes: tax billing/receivables, general ledger, accounts payable, chart of accounts, and water and sewage billing, and budget.

Who Did It?

- Sentry Computer Solutions conducted the needs study and Molnar Systems Group developed the software.

Results:

- The overall financial management of the Town has improved.
- Cash flow and budget control have improved.
- Up-to-date and accurate financial information is available to council, staff and the public.

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 36,701	$ 41,517
. Software:	20,900	30,698
. Other:	17,336	7,421
. Total	$ 74,937	$ 79,636

Municipal Action '85 Contribution:

- $15,950

Cost Savings:

- Cost savings of $30,300 per annum are expected in personnel savings and elimination of outside processing costs from service bureaus.

Contact:

Mrs. Dianne Mather
Deputy Clerk-Treasurer
Town of Hanover
451 Tenth Avenue
Hanover, Ontario
N4N 2P1
Telephone: (519) 364-2780

TOWNSHIP OF HARVEY

Population: 2,144

Financial Information System

Background:

- The County of Peterborough and eight area municipalities formed a User's Group to assess data processing needs and to determine areas where joint efforts might lead to cost savings.
- The County developed the software and the other municipalities acquired it.
- The Township of Harvey's financial system was a combination of manual operations and service bureau processing. They needed to automate and centralize their operations.

What They Did:

- The Township installed a MAI Basic Four System 2000 micro-computer with software that includes: general ledger, taxation, payroll and property records management system.
- The County of Peterborough supplied the software.

Who Did It?

- MAI Canada and Richter and Associates.

Results:

- Up-to-date and accurate financial information is readily available for council, staff and the public.
- Cash flow and cash management have improved.
- Additional staff are not required and overtime has been reduced.

Costs:

	ESTIMATED	ACTUAL
Hardware:	$ 29,000	$ 43,000
Software/ Training:	12,000	15,000
Total:	$ 41,000	$ 58,000

Municipal Action '85 Contribution:

- $6,000

Cost Savings:

- Savings of $27,000 per annum through improved cash management ($5,000), not hiring additional staff ($12,000) and reduced overtime ($10,000) are expected.

Contact:

Mr. John W. Millage
Clerk-Treasurer and CAO
Township of Harvey
Buckhorn, Ontario
KOL 1JO
Telephone: (705) 657-8883

File No. 303043

TOWNSHIP OF HUMPHREY

Population: 863

General Accounting System

Background:

- The Township's manual financial accounting system was outdated, cumbersome and time consuming.
- The Township needed to upgrade and improve their financial information system.

What They Did:

- The Township installed a REXON (RX200) computer system with software that includes:

  - Tax Billing and Receivables
  - Accounts Payable
  - General Ledger
  - Payroll
  - Budget

- BACPAC is being incorporated with the system.

Who Did It?

- Management Solutions Inc. (M.S.I.)

Results:

- The Township had originally installed a VICTOR 9000 computer, but due to limited capacity, they upgraded to a REXON 200 Model.
- Tax collection, printing of tax bills, calculating and posting interest and penalties is much more efficient. As a result cash flow has improved.
- Reports to council have been greatly improved.
- Overall, a much more effective and efficient administration has resulted.

Costs:

	ESTIMATED	ACTUAL
Hardware:	$ 8,990	$ 28,990
Software:	14,310	14,310
Training:	1,000	1,000
Total	$ 24,300	$ 44,300

Municipal Action '85 Contribution:

- $6,655

Cost Savings:

- Cost savings of $10,000 per annum are expected. (Reduced staff costs, better tax collection and interest collection).

Contact:

Mrs. Julia Fraser
Clerk-Treasurer
Township of Humphrey
R.R. 2
Parry Sound, Ontario
P2A 2W8
Telephone: (705) 732-4300

File No: 307079

COUNTY OF HURON

Population: 55,913

Computerized Management System

Background:

- The County's financial information systems were manual except for payroll which was processed by an outside service.
- In 1983, the County hired management consultants to establish automation requirements. Based on their recommendations the County is proceeding with computer implementation.

What They Did:

- The County installed an MAI Basic Model Four computer system with software that includes: general ledger, budget, payroll and personnel, accounts payable, tax arrears collection (for the local municipalities), Home for the Aged Trust Accounting, fleet maintenance, maintenance management and perpetual inventory.

Who Did It?

- MAI Canada and Richter and Associates.

Results:

- Up-to-date and accurate financial information is available.
- Financial planning, budgeting and budget control have improved.
- Each County Department, including the Board of Health and Library Board, all operate from a central bank account.

Costs:

	ESTIMATED		ACTUAL
. Hardware:	$ 72,474		$ 72,474
. Software/ Training:	47,400		48,162
. Total:	$119,874	. Other:	22,017
		. Total:	$142,653

Municipal Action '85 Contribution:

- $ 23,700

Cost Savings:

- Total annual savings of $28,000 are expected through reduced personnel costs ($20,000) and outside payroll processing ($8,000).

Contact:

Mr. B.G. Hanley
Clerk-Treasurer and Administrator
County of Huron
Court House Square
Goderich, Ontario
N7A 1M2
Telephone: (519) 524-8394

File No. 304020

TOWNSHIP OF IGNACE

Population: 2,485

Management Information System

Background:

- The Township's financial information system was not functioning adequately.
- The general ledger and budget were only updated once a month which led to time lags and out-of-date information for reports and decision-making.
- Only one application could be run at one time and direct account enquiries were not available.

What They Did:

- In order to upgrade, improve and expand their existing system, the Township installed a REXON model RX 100 with software packages that include: general ledger, budget, payroll, personnel, accounts payable, inventory, property tax system, municipal maintenance system and purchase order encumbrance system. Word processing facilties were also included.
- BACPAC is being incorporated with the system.

Who Did it?

- Management Solutions Inc. (M.S.I.)

Results:

- The quality and timeliness of information available to the staff and the public has greatly improved.
- Management decision-making has improved through the availability of accurate information.
- Budget control has improved through the use of encumbrance accounting.
- A more efficient and accurate system has resulted.

Costs:

	ESTIMATED	ACTUAL
Hardware:	$ 30,310	$ 32,423
Software:	28,350	27,350
Training:	4,000	5,183
Total	$ 62,660	$ 64,956

Municipal Action '85 Contribution:

- $16,175

Cost Savings:

- Annual savings of $25,000 are expected. (Remove need to increase staff, improved tax collection, reduced maintenance costs and reduced audit costs.)

Contact:

Mr. Erik Thingstad
Chief Accountant
Township of Ignace
200 Beaver Street
Ignace, Ontario
POT 1TO
Telephone: (807) 934-2202

File No. 302004

TOWN OF KAPUSKASING

Population: 11,704

Functional Accounting and Procedures Manual

Background:

- The recent implementation of an in-house computerized accounting system highlighted the inadequate documentation of the system for the computer as well as for all the other office functions and procedures.

What They Did:

- In response to this problem a Functional Accounting and Procedures Manual was developed.
- The Manual includes transaction documentation, flow charts, lines of reporting, timing and filing procedures.
- All accounting functions are covered: receipts, disbursements, tax billings, purchasing and payroll.

Who Did It?

- Collins Barrow-Maheu Noiseux, Accountants

Results:

- The general operations of the Town and the accuracy of the internal financial reports have been improved.
- The Manual has increased the level of understanding of the staff's role in the process.
- It provides efficient and up-to-date information.
- The Manual will be useful to other municipalities who have the same system.

Completion Date:

- August 30th, 1984

Costs:

	ESTIMATED	ACTUAL
. Consultant fees:	$ 15,000	$ 9,000

Municipal Action '85 Contribution:

- $4,500

Cost Savings:

- Savings of $12,000 on interest payments and $4,000 on not having to hire part-time staff during peak periods. Additional savings are expected from more accurate financial reporting, reduced staff time and auditor's time.

Contact:

Mr. G. Lacoursiere
Treasurer
Town of Kapuskasing
88 Riverside Drive
Kapuskasing, Ontario
P5N 1B3
Telephone: (705) 335-2341

File No. 303004

TOWN OF KEEWATIN

Population: 1,798

Financial Information System

Background:

- The Town hired consultants to examine the adequacy of their financial operations.
- The consultants recommended that the Town improve the internal control of its financial functions.
- As a result of the study, the Town improved and updated their financial system.

What They Did:

- They acquired improved services from a service bureau.
- They automated their monthly general ledger and financial statements and quarterly follow-up of taxes receivable.
- They improved the reporting functions of their financial system.

Who Did It?

- Dunwoody and Company

Results:

- The availability of better reports has improved the efficiency of the Town's financial operations.
- Staff time in preparing reports is reduced and as a result has freed them for other duties.

Completion Date:

- April 30th, 1984

Costs:

	ESTIMATED	ACTUAL
. Implementation/software:	$ 4,750	$ 4,750
. Other:	500	690
. Total	$ 5,250	$ 5,440

Municipal Action '85 Contribution:

- $1,750

Cost Savings:

- Cost savings of $11,000 are expected in reduced staff costs and audit fees.

Contact:

Mr. Warren Spencer
Clerk
Town of Keewatin
P.O. Box 139
102 Tenth Street
Keewatin, Ontario
P0X 1C0
Telephone: (807) 547-2881

File No. 404021

TOWN OF KENORA

Population: 9,595

Joint Computer Study

Background:

- The Town's data processing system was becoming outdated and was not meeting immediate requirements.
- They wanted to take advantage of an in-house computerized system to consolidate financial reporting processes.

What They Did:

- The Town hired consultants to conduct a study to determine EDP direction and the possibility of shared computer services between the Town of Kenora and other local bodies.
- Phase I of the project consisted of establishing whether or not implementation of complete E.D.P. services would be justified.
- Based on the recommendations, the Town would decide when and how much upgrading should take place.
- Phase II of the project then consists of introducing a comprehensive E.D.P. system to existing municipal operations including accounts payable, electric, telephone, water and sewer billing, payroll, inventory, tax and utility receipts, maintenance management, etc.

Who Did It?

- Woods Gordon, Management Consultants.

Results:

- Based on the consultants recommendations the Town is proceeding with implementing an EDP system.
- There is the possibility of establishing joint computer services between surrounding municipalities, Boards and Commissions.

Costs:

	ESTIMATED	ACTUAL
. Consultants:	$ 21,789	$ 21,789

Municipal Action '85 Contribution:

- $10,895

Cost Savings:

- The implementation of a comprehensive EDP system will result in reduced staff time and up-to-date financial reporting systems more in keeping with the provisions of the Municipal Finance Manual. Cash flows are expected to improve.

Contact:

Mr. D.T. McLeod
Administrator
Town of Kenora
P.O. Box 1110
1 Main Street South
Kenora, Ontario
P9N 3X7
Telephone: (807) 468-8906

File No. 405030

TOWN OF KENORA

Population: 9,595

Joint Financial Information System

Background:

- A feasibility study was conducted in 1984 for the Town of Kenora and other local bodies who share services with the Town.
- EDP requirements were established.
- Based on the consultant's recommendations the Town is proceeding with computer implementation that will improve their financial information system.

What They Did:

- The Town installed a REXON (RX 400) mini-computer with software that includes: general ledger and financial reporting, purchasing and accounts payable, telephone, hydro, water and sewer utilities billing, receivables, tax billing, payroll, inventory, general accounts receivable, budgeting and fleet maintenance.

Who Did It?

- Molnar Systems Group.

Results:

- While the system can be expanded further to include functions of school boards and two adjacent municipalities, it is not proposed at this time.
- The system has resulted in more effective control over operations and up-to-date information is available. For example, there has been an improvement in cash flow from Municipal taxation as additional time was made available for collection procedures.

		ESTIMATED		ACTUAL
Costs:	. Hardware:	$114,946		$ 116,000
	. Software:	80,150		116,820
	. Total	$195,096	. Other:	72,397
			. Total	$ 305,217

Municipal Action '85 Contribution:

- $40,075

Cost Savings:

- While savings in staff time are expected, the extent of such savings will not be confirmed until all of the programs are fully operational.

Contact:

Mr. D.T. McLeod
Administrator
Town of Kenora
P.O. Box 1110
1 Main Street South
Kenora, Ontario
P9N 3X7
Telephone: (807) 468-8906

File No. 307057

COUNTY OF KENT

Population: 104,231

Maintenance Billing for Home of the Aged

Background:

- The County of Kent operates a 243 bed Home for the Aged where monthly maintenance invoices are sent to the residents or their families.
- Records of residents and all charges and bills were posted manually. This led to time delays and frustrations for staff.

What They Did:

- The County developed a software program to run on the County's Board of Education computer system (IBM System 34).
- Monthly charges and cash receipts are automatically calculated and sent to the residents or families.

Who Did It?

- Temporary staff were hired to undertake the assignment.

Results:

- Cash flow and cash management is improved.
- Clerical time is more fully utilized in other areas of the County operation.
- The automated system is more efficient than the previous manual system.

Completion Date:

- November 30th, 1984

Costs:

	ESTIMATED	ACTUAL
. Systems analysis/programming:	$ 2,880	$ 4,842
. Testing programs:	1,580	
. Data entry:	630	500
. Total	$ 5,090	$ 5,342

Municipal Action '85 Contribution:

- $2,595

Cost Savings:

- Approximately $2,000 per year in reduced staff workload.

Contact:

Mr. James Lundy
Treasurer
County of Kent
435 Grand Avenue West
P.O. Box 1230
Chatham, Ontario
N7M 5L8
Telephone: (519) 351-1010

File No. 303047

TOWN OF KINCARDINE

Population: 5,883

Financial Management System

Background:

- The Town's manual accounting system was outdated and led to delays in processing information.
- The Town needed to upgrade and improve its Financial Management System.

What They Did:

- The Town installed a REXON (RX100) computer system with software packages that include:
  - -General Ledger, Payroll, Tax Billing, Accounts Payable, Chart of Accounts, Budget, Word Processing and Maintenance Management.
- BACPAC is being incorporated with the system.

Who Did It?

- Molnar Systems Group.

Results:

- More comprehensive and timely information is available to council and the public.
- Financial reporting, expenditure control and accounting procedures have improved.
- There is the potential for expansion into other areas (ie. Police Force, P.U.C.)
- Staff workload is reduced in real terms.

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 21,072	$ 34,963
. Software:	34,869	36,363
. Other:	2,346	1,195
. Total	$ 58,287	$ 72,521

Municipal Action '85 Contribution:

- $17,435

Cost Savings:

- Cost savings of $22,600 per annum are expected. Outstanding taxes have been reduced by $25,000.

Contact:

Mr. Ronald Shaw
Clerk-Administrator
Town of Kincardine
P.O. Box 329
Kincardine, Ontario
NOG 2GO
Telephone: (519) 396-3468

File No. 306006

CITY OF KITCHENER

Population: 147,439

Computerized Equipment Maintenance System

Background:

- The City has been committed to an energy conversation program since 1979.
- As part of this commitment, the City wanted to upgrade their equipment maintenance system which was largely manual.

What They Did:

- The City developed a computerized maintenance system to run off IBM PCs.
- Software includes: equipment inventory system, cost comparisons, repair vs. replacement, and various reporting mechanisms.
- Initially the system was implemented in four buildings in order the verify its effectiveness. Once the system is operating in a cost-effective manner, it will be expanded to other buildings.

Who Did It?

- Temporary staff were hired to undertake the assignment.

Results:

- There is better information available to managers for decision-making (ie. to repair or replace equipment).
- Improved equipment maintenance planning will result.
- Cost control and budgeting is more accurate.

Costs:

	ESTIMATED	ACTUAL
. Temporary staff:	$ 6,930	$ 6,930
. Consultants:	2,000	1,200
. Software:	5,130	4,900
. Total	$ 14,060	$ 13,030

Municipal Action '85 Contribution:

- $7,030

Cost Savings:

- The City expects to save 2% per annum in energy costs. The initial four buildings where the system is being implemented spent $243,635 in energy costs in 1984. A 2% saving would be $4,867 for the first year of operation.

Contact:

Mr. Frank Clement
Director of Purchasing
City of Kitchener
City Hall
P.O. Box 1118
22 Frederick Street
Kitchener, Ontario
N2G 4G7
Telephone: (519) 885-7274

or

Ms. Sharon MacKinnon
Energy Auditor
Telephone: (519) 885-7276

File No. 303170

VILLAGE OF LAKEFIELD

Population: 2,318

Financial Management System

Background:

- The County of Peterborough and six area municipalities formed a User's Group to assess data processing needs and to determine areas where joint efforts might lead to cost savings.
- The County developed the software and the other municipalities acquired it.
- The Village of Lakefield's financial operations were a combination of manual procedures and outside service bureaus. They needed to centralize and automate their operations.

What They Did:

- The Village installed an MAI Basic Model Four System 2000 computer with software that includes: general ledger, tax, accounts payable, accounts receivable, payroll, water and sewer billing and roads accounting.
- The County of Peterborough supplied the software.

Who Did it?

- MAI Canada and Richter and Associates.

Results:

- The User's Group provides back-up support in the event of hardware or operating problems.
- Up-to-date and accurate financial information is readily available.
- Budget control is improved.

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 38,883	$ 43,677
. Software/training:	14,000	16,249
. Other:	3,000	3,489
. Total	$ 55,883	$ 63,415

Municipal Action '85 Contribution:

- $7,000

Cost Savings:

- Savings of $33,267 per annum are expected through eliminated service bureau costs ($5,790), improved cash management ($8,554) not hiring additional staff ($15,600), and improved billings ($3,323).

Contact:

Ms. Bonnie Dunford
Clerk-Treasurer
Village of Lakefield
Municipal Office
P.O. Box 400
Lakefield, Ontario
K0L 2H0
Telephone: (705) 652-3381

File No. 303074

COUNTY OF LAMBTON

Population: 120,651

Financial Information System

Background:

- The County's accounting procedures were carried out manually with the assistance of an obsolete accounting machine.
- Financial control was not adequate and reporting was difficult.
- The County needed to automate their financial information system.

What They Did:

- The County installed an MAI Model 210 computer system with software that includes:
  - general ledger, accounts payable, accounts receivable, payroll/personnel, inventory, equipment maintenance, project costing, social services, and Homes for the Aged.

Who Did it?

- Ward Mallette assisted the County in defining their needs and analyzing proposals; MAI supplied the hardware; and Richter and Associates supplied the software.

Results:

- The overall financial operation of the County is more effective and efficient.
- Accurate and up-to-date financial information is available.
- Budget control and cash management have improved.

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 60,438	$ 79,438
. Software:	48,000	48,000
. Training/ Implemetation:	24,250	24,250
. Other:	6,500	6,500
. Total	$139,188	$158,188

Municipal Action '85 Contribution:

- $39,375

Cost Savings:

- Savings of $40,000 per annum are expected through improved cash flow and better financial control.

Contact:

Mr. Don Bruder or Mr. Terry Norris
Treasurer Finance Officer
County of Lambton
Box 3000
Hwy. E21
Wyoming, Ontario
N0N 1T0
Telephone: (519) 845-3303

File No. 303054

TOWNSHIP OF LANCASTER

Population: 3,091

Financial Information System

Background:

- The Township's manual system of taxation and financial accounting was outdated, cumbersome and time consuming for staff.
- They needed to upgrade and improve their financial information system.

What They Did:

- The Township installed a REXON (RX100) computer system with software that includes:
  - general ledger, taxation and payroll.
- The system also has the capability of providing information for road subsidy applications, diesel fuel rebates and drain maintenance invoicing.
- BACPAC is being incorporated with the system.

Who Did It?

- Gordon Molnar and Associates Ltd.

Results:

- Cash flow and budget control have improved.
- Up-to-date financial information is available for council, staff and the public.
- Tax collection has improved.
- Overall, a more efficient and up-to-date financial system has resulted.

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 18,600	$ 24,620
. Software/training::	19,000	21,360
. Total	$ 37,600	$ 45,980

Municipal Action '85 Contribution:

- $9,430

Cost Savings:

- Temporary financing costs were reduced by $19,000 in 1985.

Contact:

Mr. M. J. Samson
Clerk
Township of Lancaster
North Lancaster, Ontario
K0C 1Z0
Telephone: (613) 347-2476

File No. 303035

TOWN OF LINCOLN

Population: 14,200

Financial Information System

Background:

- The Town's system of data processing for payroll, taxes and water billing had become a cumbersome, time consuming and frustrating system to manage.
- The Town's other systems were manual.
- There was a need for overall automation of their financial information system.

What They Did?

- The Town installed a Rexon (RX400) computer system with software that includes:
  -general ledger, budget, taxation, maintenance management, payroll, accounts receivable/payable, water and sewer billing and word processing facilities.
- Future expansion to include Recreation billing/booking, Library Board and Hydro Electric Commission is possible.

Who Did it?

- Gordon Molnar and Associates.

Results:

- Financial information and management has improved.
- Cash managemnt has improved.
- It has reduce staff time in preparing taxes and balances.

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 92,420	$ 92,420
. Software:	37,250	37,250
. Other:	15,000	15,000
. Total	$ 144,670	$ 144,670

Municipal Action '85 Contribution:

- $18,625

Cost Savings:

- Annual savings of $25,000 are expected in reduced staff costs, improved cash flow and service bureau costs.

Contact:

Mr. Frank Carrocci
Treasurer/Administrator
Town of Lincoln
206 King Street West
P.O. Box 1030
Beamsville, Ontario
LOR IBO
Telephone: (416) 563-8205

File No. 303077

TOWN OF LINDSAY

Population: 14,094

Comprehensive Electronic Office
System (CEO)

Background:

- The Town wanted to streamline their office and administrative practices into an efficient system of procedures.

What They Did:

- The Town installed a comprehensive electronic office system to run off their newly acquired Data General computer system.
- It includes: word processing, scheduling, electronic filing, administrative support (electronic phone messages and electronic calendar) and decision support (electronic spreadsheet and file management).

Who Did It?

- Data General supplied the software and temporary staff implemented it.

Results:

- Information flow and decision making improved.
- The electronic office system results in a more effective and efficient operation.
- Productivity of staff will increase.

Costs:

	ESTIMATED		ACTUAL
. Software:	$ 36,250		$ 36,250
. Consultants:	9,500		12,000
. Total:	$ 45,750	. Other:	3,000
		. Total:	$ 51,250

Municipal Action '85 Contribution:

- $ 22,875

Cost Savings:

- Savings of $161,000 per annum are expected through increased efficiency.

Contact:

Mr. Percy Luther
Systems Consultant
Town of Lindsay
Town Hall
180 Kent Street
Lindsay, Ontario
K9V 2Y6
Telephone: (705) 324-6171

File No. 303060

CITY OF LONDON

Population: 266,319

Computer Audit Retrieval System

Background:

- The City is developing an integrated Management System of which an internal audit is one of the elements.
- They needed to establish a feasible and cost efficient method where an internal audit would be able to evaluate the controls and data thruput of the Management Information System, specifically the Data Processing Section.

What They Did:

- The City implemented a Computer Audit Retrieval System (CARS 4.2) to their newly acquired UNIVAC 1100/60 mainframe.
- This licensed software system is designed to aid the internal audit division (as well as the external) in collecting audit information from the City's automated system.
- Functions of the system include: automatic file totaling, data validation, multi-file handling, sequence checking, reporting, sorting, statistical sampling, confirmation production, etc.

Who Did It?

- Sage Systems, Inc.

Results:

- Audit effectiveness, efficiency and productivy have been improved and increased through a more comprehensive data retrieval and reporting facility.

Completion Date:

- June 30th, 1985

Costs:

	ESTIMATED	ACTUAL
. Software/consultants:	$ 31,000	$ 36,806
. Training:	4,000	
. Total	$ 35,000	$ 36,806

Municipal Action '85 Contribution:

- $17,500

Cost Savings:

- Not quantifiable in the short term. However, the system will improve internal control and audit efficiency.

Contact:

Mr. David Sexsmith
Internal Auditor
City of London
300 Dufferin Avenue
P.O. Box 5035
London, Ontario
N6A 4L9
Telephone: (519) 679-4911

File No. 303007

CITY OF LONDON

Population: 266,319

Accounts Receivable System

Background:

- The City's financial management system was not functioning adequately.
- The manual system of accounts receivable was inefficient.
- The lack of a centralized data system to service all departments resulted in redundancy, time lags and wasted manpower.

What They Did:

- They established a central in-house system by implementing an Automated Resources Management System (ARMS/80) to suit the City's data processing requirements.
- The software modules that were implemented include: an ARGUS Report Generator called "IMPROVE", payroll, inventory, purchasing, accounts payable (APS/80) and accounts receivable.

Who Did It?

- Sartoris Inc.

Results:

- The integration of an Accounts Receivable system with the central accounting system has resulted in a more efficient, accurate and up-to-date system.
- It improves cash flow management by identifying outstanding accounts.

Completion Date:

- September 30th, 1984

Costs:

	ESTIMATED	ACTUAL
. Software:	$ 20,000	
. Consultants:	16,614	$ 25,000
. Other:	1,191	
. Total	$ 37,805	

Municipal Action '85 Contribution:

- $12,500

Cost Savings:

- Staff reduction equivalent to 4 man years or $80,000 is expected when the total integrated financial system including the purchasing and inventory components, are implemented and its first operational cycle completed.

Contact:

Mr. Tom Johnson
Manager of Financial Systems
and Controls
City of London
300 Dufferin Avenue
P.O. Box 5035
London, Ontario
N6A 4L9
Telephone: (519) 679-4953

File No. 310030

CITY OF LONDON

Population: 266,319 Accounts Payable System

Background:

- The City's financial management information system was not functioning adequately.
- The lack of a centralized data system to service all departments resulted in redundancy, time lags and wasted manpower.

What They Did:

- They established a central in-house system by implementing an Automated Resource Management System (ARMS/80) to suit the City's data processing requirements.
- An Accounts Payable software package was implemented to run off the ARMS/80 core.

Who Did it?

- Sartoris Inc.

Results:

- The on-line accounts payable system is operating.
- The original project was to have included Purchasing and Inventory systems, however, due to circumstances beyond the City's control, the project was downscaled and only the payables portion was implemented.

Completion Date:

- March 31, 1985

Costs:

	ESTIMATED	ACTUAL
. Consultant fees:	$115,037	$ 12,581
. Other:	68,311	
. Total	$183,348	$ 12,581

Municipal Action '85 Contribution:

- $6,290

Cost Savings:

- Staff reduction equivalent to 4 man years or $80,000 is expected when the total integrated financial system, including the purchasing and inventory components, are implemented and its first operational cycle completed.

Contact:

. Mr. Tom Johnson
Manager of Financial Systems
and Controls
City of London
300 Dufferin Avenue
P.O. Box 5035
London, Ontario
N6A 4L9
Telephone: (519) 679-4953

File No. 307029

CITY OF LONDON

Population: 266,319 "IMPROVE" (ARGUS) Report Generator

Background:

- The City's financial and management information system was not functioning adequately.
- Access to files for reports was inefficient.
- There was a need for an overall integrated Management System for the City.

What They Did:

- The City implemented an Automated Resource Management System (ARMS/80) to suit their data processing requirements.
- The software modules that were implemented include: purchasing, inventory, accounts payable, payroll and an ARGUS Report Generator called "IMPROVE".

Who Did It?

- Sartoris Inc.

Results:

- The "IMPROVE" program is used for retrieval of information from any standard sequential, random or indexed file.
- Using "IMPROVE" end-users, with little or no data processing knowledge, as well as programmers, can generate reports.
- Files are easily updated, restored, verified and modified.
- It saves turn around and staff time.

Completion Date:

- September 30th, 1984

Costs:

	ESTIMATED	ACTUAL
. Software:	$ 25,000	25,000
. Total	$ 25,000	

Municipal Action '85 Contribution:

- $12,500

Cost Savings:

- Staff reduction equivalent to 4 man years or $80,000 is expected when the total integrated financial system including the purchasing and inventory components, are implemented and its first operational cycle completed.

Contact

Mr. Tom Johnson
Manager of Financial Systems
and Controls
City of London
300 Dufferin Avenue
P.O. Box 5035
London, Ontario
N6A 4L9
Telephone: (519) 679-4953

File No. 308009

CITY OF LONDON

Population: 266,319

Personnel Management System

Background:

- The City's payroll and personnel systems were fragmented between the various departments and within these departments (ie. the Engineering Department coded wages using 3 separate coding systems).
- There was a need to upgrade and automate the City's payroll and personnel system.

What They Did:

- As part of the Integrated Management Support System, the City implemented a Personnel/Payroll Accounting and Reporting Information System (PARIS 2), and interfaced it with the central in-house computer system (ARMS/80 core).
- PARIS 2 provides users with controls of all aspects of payroll processing including input, balancing, error corrections and reports. It also provides employee history files, salary and benefit management, etc.

Who Did It?

- Sartoris Inc.

Results:

- More comprehensive personnel information is available for administration and contract negotiations.
- There is savings in payroll and information costs.
- It reduces clerical-management time.

Completion Date:

- September 30th, 1984

Costs:

	ESTIMATED	ACTUAL
. Software:	$ 81,000	
. Consultants:	17,250	$ 98,250
. Other:	49,874	32,750
. Total	$148,124	$131,000

Municipal Action '85 Contribution:

- $49,125

Cost Savings:

- Cost savings of approximately $35,000 of the $80,000 expected from the total integrated financial system is due to this project.

Contact:

Mr. Ross Rowe
Director of Personnel
300 Dufferin Avenue
P.O. Box 5035
London, Ontario
N6A 4L9
Telephone: (519) 679-4976

File No. 310029

CITY OF LONDON

Population: 266,319

Capital Works Management System

Background:

- The City's financial and management information system was not functioning adequately.
- The lack of an integrated management and data system to service all departments resulted in redundancy, time lags and wasted manpower.
- There was a need for an overall Corporate Management System for the City.

What They Did:

- As a component of the Integrated Management Support System a Capital Work Management System (C.W.M.S.) was designed.
- The City hired consultants to make recommendations that would improve the existing capital works management.
- They designed a project manual that examined the initiation, review, approval and monitoring of capital works projects.

Who Did It?

- Ernst and Whinney, consultants.

Results:

- All steps, procedures, accountabilities and requirements associated with capital works projects are documented.
- The C.W.M.S. ensures that projects are recommended, approved, funded, and executed properly.
- It provides better information for planning, budgeting and managing works programs and as a result improves the decision-making process.

Completion Date:

- September 30th, 1984

Costs:

	ESTIMATED	ACTUAL
. Consultants:	$ 61,193	$ 61,193
. Other:	11,300	
. Total	$ 72,493	

Municipal Action '85 Contribution:

- $30,500

Cost Savings:

- The availability of improved information for planning, budgeting and managing programs will result in indirect cost savings.

Contact:

Ms. Gail Roberts
Corporate Planning Officer
City of London
300 Dufferin Avenue
P.O. Box 5035
London, Ontario
N6A 4L9
Telephone: (519) 679-5493

File No. 303098

TOWNSHIP OF LONDON

Population: 5,652

Financial Control System

Background:

- The Township's accounting procedures were a combination of manual functions, antiquated mechanical equipment and outside service bureaus.
- They needed to centralize and automate their financial operations.

What They Did?

- The Township installed a REXON (RX200) mini-computer system with software that includes: tax billing and accounts receivable, accounts payable, general ledger, chart of accounts, budget, payroll/personnel, water, word processing and password system.
- BACPAC is being incorporated with the system.

Who Did it?

- Molnar Systems Group.

Results:

- Budget control and cash flow has improved.
- Up-to-date and accurate financial information is readily available to council, staff and the public.
- There has been improved response to tax arrears notices.

Costs:

	ESTIMATED		ACTUAL
. Hardware:	$ 46,053		$ 64,298
. Software:	33,230		27,730
. Other:	8,500	. Training:	2,000
. Total	$ 87,785	. Temporary Staff:	9,612
		. Total	$ 103,640

Municipal Action '85 Contribution:

- $19,980

Cost Savings:

- Payback of investment and the operating costs of the new system including direct benefits and cost of the old system is 5 years.

Contact:

Mr. D. Wayne Tingle
Treasurer and Tax Collector
Township of London
15 Medway Road
Arva, Ontario
NOM ICO
Telephone: (519) 673-4920

File No. 303042

TOWNSHIP OF MARATHON

Population: 2,252

Financial Control System

Background:

- The Township's accounting system had become obsolete and often broke down. This led to time lags of 2 to 4 months.
- Anticipated future population growth due to industrial developments necessitated improvement of their financial system.

What They Did:

- The Township upgraded and expanded their financial system by implementing a REXON (RX 200) computer with software that include:
  - taxation
  - water billing/receivables
  - general ledger
  - budget
  - accounts payable/receivable
  - payroll
- BACPAC is being incorporated with the system.

Who Did It?

- Management Solutions Inc. (M.S.I.)

Results:

- Up-to-date and accurate information is readily available.
- In general, a more efficient and effective system has resulted.
- Cash flow and budget control has improved.

Costs:.

	ESTIMATED		ACTUAL
. Hardware:	$ 18,300		$ 38,059
. Software:	21,900		19,799
. Other:	6,500		1,362
. Total	$ 46,700	. Training:	9,617
		. Total	$ 68,837

Municipal Action '85 Contribution:

- $14,200

Cost Savings:

- Cost savings of $25,000 per annum are expected through reduced staff costs, reduced borrowing and elimination of service bureau costs.

Contact:

Mrs. Brigid Foord
Deputy Clerk-Treasurer
Township of Marathon
P.O. Box 190
Marathon, Ontario
P0T 2E0
Telephone: (807) 229-1340

File No. 303025

TOWNSHIP OF MCDOUGALL

Population: 1,635

Financial Management Information System

Background:

- Cost control and council reporting of the accounting system was inefficient.
- The manual financial system was outdated, cumbersome, and time consuming.
- Time lags in tax collection occurred.
- There was a need for an overall integrated Financial Management System.

What They Did:

- They automated the financial system by installing a micro computer (VICTOR 9000) and software packages that include:

  - Tax Billings and Receivables
  - Water Billings and Receivables
  - Accounts Payable
  - General Ledger
  - Budget and Payroll

- BACPAC is being incorporated with the system

Who Did it?

- Management Solutions Inc. (M.S.I.)

Results:

- Timely information on expenditures is available to staff and council.
- It provides a more efficient tax processing system of billing and receipts.
- Manpower hours are reduced.
- The system eliminates the need of more staff thereby reducing long term costs.
- A more effective method has been established to control expenditures in light of budget guidelines.
- Cash flow is improved.

Completion Date:

- December 31st, 1984

Costs:

	ESTIMATED		ACTUAL
. Hardware:	$ 10,400		$ 10,995
. Software:	11,400		11,400
. Training:	750	Other:	6,000
. Total	$ 22,550		$ 28,395

Municipal Action '85 Contribution:

- $3,950

Cost Savings:

- Potential savings of up to $14,000 per annum are expected.

Contact:

Ms. Nancy Childerhose
Clerk Treasurer
Township of McDougall
R.R. 3
Parry Sound, Ontario
P2A 2W9
Telephone: (705) 342-5252

File No. 303156

TOWNSHIP OF MICHIPICOTEN

Population: 4,544

Financial Information System

Background:

- The Township's accounting system was manual except for tax billings and water and sewer billings which were prepared by service bureaus.
- Time lags led to outdated information for reporting purposes.
- They needed to centralize and automate their financial operations.

What They Did:

- The Township installed a REXON (RX400) computer system with software that includes: general ledger, tax billing, water and sewer billing and collections, payroll, accounts payable, purchase order encumbrance, budget, inventory, MTC maintenance management and word processing.
- BACPAC is being incorporated with the system.

Who Did It?

- Molnar Systems Group.

Results:

- Up-to-date and accurate financial information is readily available for council, staff and the public.
- Budget control and cash flow have improved.

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 70,851	$ 67,403
. Software:	50,380	44,280
. Training:	8,416	8,700
. Other:	500	3,336
. Total	$130,147	$123,719

Municipal Action '85 Contribution:

- $29,590

Cost Savings:

- Savings of $90,847 per annum through not hiring staff ($22,000), eliminated service bureau costs ($11,350), improved cash flow ($45,500). There will be further savings through improved budget and payroll preparation, checking of general ledger, etc. ($11, 997).

Contact:

Mrs. G.F. Bryan
Treasurer-Tax Collector
Township of Michipicoten
Box 500
40 Broadway Avenue
Wawa, Ontario
POS IKO
Telephone: (705) 856-2244

File No. 303030

COUNTY OF MIDDLESEX

Population: 61,469

Roads Accounting System

Background:

- The County had difficulty in obtaining a Roads Accounting System to operate on their computer system.
- They needed to install a tailor made system in order to upgrade and improve their system.

What They Did:

- The County hired consultants to automate and improve the control and reporting of roads and bridges construction and maintenance.
- They utilized their Burroughs 92 computer system and terminal in the Roads Department to automate entry of labour, equipment and materials to produce job costing and inventory control.

Who Did It?

- Fox-Heys Ltd.

Results:

- Faster more accurate reporting has resulted.
- Control over expenditures and inventory has improved.
- It is a more efficient and cost effective system.

Completion Date:

- March 31st, 1985

Costs:

	ESTIMATED	ACTUAL
. Software:	$ 19,000	$ 19,000
. Other:	3,000	3,000
. Total	$ 22,000	$ 22,000

Municipal Action '85 Contribution:

- $11,000

Cost Savings:

- Cost savings of approximately $116,000 over the next five years are expected in reduced staff costs and the availability of more timely information.

Contact:

Mr. Donald Hudson
Treasurer
County of Middlesex
399 Ridout Street North
London, Ontario
N6A 2P1
Telephone: (519) 434-7321

File No. 303172

TOWNSHIP OF MINTO

Population: 2,064

Financial Information System

Background:

- The Township's financial system was completely manual.
- This led to heavy workloads for staff and time lags in preparing reports.
- They needed to automate their financial operations.

What They Did:

- The Township installed an IBM PC-AT micro-computer system with software that includes: general ledger, accounts payable, spreadsheet, word processing, tax billing and tax receivables.

Who Did It?

- Wardcomp Ltd.

Results:

- Up-to-date and accurate financial information is readily available to council, staff and the public. Ratepayer enquiries are handled more efficiently and reports are more easily prepared.

Costs:

	ESTIMATED		ACTUAL
. Hardware:	$ 12,381		$ 11,080
. Software/ implementation:	15,074		15,168
. Training:	4,000		3,850
. Total	$ 31,455	. Other:	350
		. Total	$ 30,448

Municipal Action '85 Contribution:

- $9,500

Cost Savings:

- The Township expects savings through improved cash flow and reduced staff time. At present, tangible operating savings are approximately $1,500 per annum, however, this will increase with increased efficiency.

Contact:

Mrs. Frances Hale
Deputy Clerk-Treasurer
Township of Minto
Box 160
Harriston, Ontario
NOG 1ZO
Telephone: (519) 338-2511

File No. 304006

CITY OF MISSISSAUGA

Population: 324,853

Automated Records Retrieval System

Background:

- The City Clerk's department is the depository for Mississauga By-laws, resolutions, recommendations and council minutes.
- The manual method of indexing, storing, and retrieving this extensive information was complex, frustrating, costly and time consuming.

What They Did:

- In response to these problems the concept of an automated Records Retrieval System was developed.
- They organized an Automated Document Accessing System from UNIVAC.
- It operates on the existing UNIVAC 1100-60 mainframe and utilizes UNIVAC's document accessing software package called UNIDAS.
- Summaries of each document are stored in the data base and it provides an information source for access and retrieval.
- Word searches identify useful documents.

Who Did It?

- Temporary staff were hired to undertake the assignment.

Results:

- The process of searching and retrieving information is faster and more efficient.
- The operator is assured of access to all documents relevant to the subject being researched.
- Information can be quickly expanded at a low cost and updated frequently.
- The use of a centralized document data base reduces the volume of physical files and eliminates much duplication.
- The system has improved the service to Council, other staff and the general public.

Completion Date:

- September 30th, 1983

Costs:

	ESTIMATED	ACTUAL
. Consultant:	$ 16,000	$ 16,400
. Training:	2,150	2,150
. Software:	12,300	12,300
. Total	$ 30,450	$ 30,850

Municipal Action '85 Contribution:

- $8,000

Cost Savings:

- The reduction in annual operating costs is $21,000.

Contact:

Ms. Joan Lefeuvre
Administration Supervisor
City of Mississauga
1 City Centre Drive
Mississauga, Ontario
L5B 1M2
Telephone: (416) 279-7600

File No. 303051

TOWN OF MITCHELL

Population: 2,745

Financial Information System

Background:

- The Town's manual accounting system was cumbersome and time consuming for staff.
- Tax billing was prepared by a service bureau and led to delays in receiving up-to-date information.
- The Town needed to improve its financial information system.

What They Did:

- The Town installed a REXON (RX 100) computer system with software that includes:
- general ledger, tax billing, accounts payable, chart of accounts and budget.
- BACPAC is being incorporated with the system.

Who Did It?

- Molnar Systems Group and temporary staff.

Results:

- Budget control and cash flow has improved.
- The overall financial operation of the Township is more effective and efficient.
- Up-to-date and accurate financial information is available to council, staff and the public.

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 22,218	$ 20,300
. Software/ implementation:	17,550	13,103
. Temporary Staff:		2,752
. Total	$ 39,768	$ 36,155

Municipal Action '85 Contribution:

- $7,925

Cost Savings:

- Approximately $8,000 per annum in staff costs, service bureau costs and improved cash flow.

Contact:

Mr. Jim Demerling
Deputy Clerk-Treasurer
Town of Mitchell
169 St. David Street North
Box 609
Mitchell, Ontario
N0K 1N0
Telephone: (579) 348-8429

File No. 303110

TOWNSHIP OF MOONBEAM

Population: 1,425

Financial Information System

Background:

- The Township's manual financial information system was time consuming and frustrating for staff.
- Time lags led to outdated information.
- They needed to automate their financial procedures.

What They Did:

- The Township installed an Commodore PC 10 computer system with software that includes general ledger, tax system, payroll, budget, water and sewer billing, and OHRP administration.
- BACPAC is being incorporated with the system.

Who Did It?

- Collins Barrow-Maheu Noiseux, Chartered Accountants.

Results:

- Accurate and reliable financial information is readily available.
- Clerical workload has been reduced.
- Cash flow and budget control has improved.

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 8,000	$ 8,008
. Software/training	18,000	18,000
. Total:	$ 26,000	$ 26,008

Municipal Action '85 Contribution:

- $9,000

Cost Savings:

- Savings of $4,500 per annum are expected through improved cash flow and reduced interest.

Contact:

Mr. Andre Filion
Clerk-Treasurer
Township of Moonbeam
Box 330
53 St. Aubin Avenue
Moonbeam, Ontario
POL IVO
Telephone: (705) 367-2244

File No. 303076

TOWNSHIP OF MURRAY

Population: 5,879

Financial Information System

Background:

- The Township's manual financial management and accounting functions were time consuming and incapable of readily providing up to the minute information in support of efficient management practices.
- Tax billing was prepared by a service bureau.
- The Township needed to automate and improve their financial information system.

What They Did

- The Township installed an MAI computer system with software that includes:
  - tax billing/receivables, general ledger, budget, accounts receivable, accounts payable, payroll/personnel and purchasing and commitments.
- BACPAC is being incorporated with the system.

Who Did It?

- MAI Canada and Richter and Associates.

Results:

- Up-to-date and accurate financial information is readily available to council, staff and the public.
- The overall financial management of the Township has improved.
- Cash flow and budget control have improved.
- Staff time has been reduced.

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 39,435	$ 39,435
. Software:	15,500	15,500
. Implementation:	2,500	2,500
. Total	$ 57,435	$ 57,435

Municipal Action '85 Contribution:

- $9,000

Cost Savings:

- Savings of $1,500 through producing own tax bills. The Township will not have to hire an additional employee at a cost of $10,000. Other savings are expectd in improved cash flow and better utilization of staff.

Contact:

Mr. C. Ken Rose
Clerk-Treasurer-Administrator
Township of Murray
R. R. 1
Trenton, Ontario
K8V 5P4
Telephone: (613) 392-4435

File No. 303037

DISTRICT MUNICIPALITY OF MUSKOKA

Population: 36,746

Social Assistance Information System

Background:

- The District's previous social assistance information system was completely manual.
- As a result, their system was vulnerable to increases in caseloads, and was slow and costly to respond to these changes.

What They Did:

- The District computerized the Social Service Department's financial and information systems.
- They obtained a Social Assistance Information System from the Region of Peel and converted it to run on the District's new computer centre.
- Specific functions include: producing case reports showing client profile, application listback and budget listback; producing financial assistance distribution reports and payment lists; and producing comprehensive statistical reports.

Who Did It?

- Temporary staff were hired to undertake the assignment.

Results:

- The system is a component of the comprehensive computer system being developed by the District.
- It produces effective case reporting for field workers and provides an efficient client payment system.
- The department's forecasting and budgeting capabilities have been improved.
- It enables the District to communicate with other data centres for cross-referencing of caseloads (ie. Ministry of Community and Social Services).

Completion Date:

- September 30th, 1984

Costs:

	ESTIMATED	ACTUAL
. Temporary Staff:	$ 10,000	$ 10,350
. Inhouse Staff:	2,625	
. Training:	1,000	
. Total	$ 13,625	$ 10,350

Municipal Action '85 Contribution:

- $5,500

Cost Savings:

- Manpower savings of up to $60,000 per year.

Contact:

Mr. John McRae
District Treasurer
District Municipality of Muskoka
10 Pine Street
P.O. Box 1720
Bracebridge, Ontario
P0B 1C0
Telephone: (705) 645-2231

File No. 307056

DISTRICT MUNICIPALITY OF MUSKOKA

Population: 36,746

Computer and Financial Reporting System

Background:

- The existing computer system had limited operating capabilities.
- In order to meet the current and future needs of the District, their system needed upgrading.

What They Did:

- They established a District-wide computer centre by converting programs to a comprehensive computer system (VAX 11/750).
- Included are: District Administration and Finance, Public Works, Social Services, Planning and Development, Area Municipalities, Board of Education, Health Unit and the Children's Aid Society.
- They are all connected to the District computer through terminals with access to such functions as payroll, general ledger, financial information, inventory, report writer, tax billing, etc.
- They established two committees to monitor and evaluate the system on a regular basis: the User Committee comprised of senior officials of the area municipalities and the District, and a Management Committee comprised of District Department Heads.

Who Did It?

- Digital Equipment of Canada Ltd. and temporary staff were hired to undertake the assignment.

Results:

- The improved system enables the District to provide computer services to the area municipalities and local boards at a cost less than an in-house system.
- It has improved the administrative environment through automated records management and word processing.

Completion Date:

- December 31st, 1984

Costs:

	Estimated	Actual
. Hardware:	$218,389	$218,389
. Software:	23,389	41,196
. Consultants:	60,150	41,539
. Education & Training:	7,627	1,000
. Total	$309,555	$302,124

Municipal Action '85 Contribution:

- $33,317

Cost Savings:

- Potential savings up to $100,000 per annum.

Contact:

Mr. John McRae
District Treasurer
District Municipality of Muskoka
10 Pine Street
P.O. Box 1720
Bracebridge, Ontario
P0B 1C0
Telephone: (705) 645-2231

File No. 301010

CITY OF NEPEAN

Population: 89,671

Comprehensive Audit of Information Systems

Background:

- Rapid growth and greater public demand for municipal services led the City to examine their existing computerized and non-computerized information systems to see whether they were operating in the most efficient, effective and economical way.

What They Did:

- The City hired consultants to conduct a "comprehensive audit" of their information systems.
- A committee was established to monitor the project. Members consist of the CAO, Commissioner of Finance, Commissioner of Parks and Recreation, City Clerk, Director of Personnel and the principal members of the audit team.
- The consultants reviewed and assessed the following:
  - operational information systems and controls.
  - information systems management.
  - interrelationships/interfaces with other departments and entities.
  - use of computerized productivity tools.

Who Did It?

- Ward Mallette, Chartered Accountants

Results:

- The audit identified the strengths and weaknesses of the system and efforts can now be focused on improving the overall operation.
- Implementation of the recommendations resulting from the comprehensive audit will improve the quality and timeliness of information.
- The City now has a methodology for co-ordinating and controlling the implementation and operation of its information systems.

Completion Date:

- April 30th, 1985

Costs:

	ESTIMATED	ACTUAL
. Consultants:	$ 40,000	$ 40,000

Municipal Action '85 Contribution:

- $20,000

Cost Savings:

- Difficult to quantify in the short term. Better decision-making and control techniques and improved information flow will result in a more effective, efficient and economical operation. As well, the implementation of new information systems will be conducted in a more co-ordinated manner resulting in significant economics.

Contact:

Mr. R. R. Letourneau
Commissioner of Finance
City of Nepean
3825 Richmond Road
Nepean, Ontario
K2H 5C2
Telephone: (613) 829-1510

File No. 304002

TOWN OF NEWCASTLE

Population: 31,906

Financial Information System

Background:

- Batch mode operations of the financial information system were not functioning adequately.
- Time lags led to constant problems with accuracy in record keeping.
- The Town needed to upgrade and automate its financial and tax systems.

What They Did:

- The Town implemented an on-line access to the financial data base.
- They acquired improved services from a Service Bureau.
- They acquired new terminals and software that included: General Ledger, Tax Billing, Variance Analysis.
- Provision was also made for on-line functions such as: tax certificates, printing of cheques, printing of reports, etc.

Who Did It?

- Real Time Datapro Ltd.

Results:

- The system provides instant on-line financial information.
- Departments are better equipped to control and manage budgets.
- There are significant improvements in automation of tax receivables, especially in the initial recording and retrieval of this information.
- It has lessened problems and frustrations caused by delayed processing of information.
- Overall, a more efficient and up-to-date system has occurred.

Completion Date:

- July 31st, 1983

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 29,060	$29,060
. Software:	7,000	8,500
. Total	$ 36,060	$37,560

- Plus Service Bureau costs of $51,000 per annum.

Municipal Action '85 Contribution:

- $4,500

Cost Savings:

- Cost savings of $10,000 per annum. Decision-making and tax collection are improved.

Contact:

Mrs. Kathryn A. Campbell
Treasurer
Town of Newcastle
40 Temperance Street
Bowmanville, Ontario
L1C 3A6
Telephone: (416) 623-3379

File No. 307040

REGIONAL MUNICIPALITY OF NIAGARA

Population: 367,738

Data Processing Services
(ARMS/80 core)

Background:

- The Region's financial management information system was not functioning adequately.
- The lack of a centralized data system to service all departments resulted in redundancy, time lags and wasted manpower.

What They Did:

- They established a central in-house system by transferring and tailoring an Automated Resource Management System (ARMS/80) to suit the Region's data processing requirements.
- The software modules that were implemented include: ARMS Core, accounts receivable, payroll, accounts payable and an Argus report generator called "IMPROVE".

Who Did It?

- Sartoris Inc.

Results:

- ARMS/80 provides a centralized and integrated financial management system for all departments.
- It is accurate and efficient, and reduces data capture redundancy.
- The system eliminates some manual operations.
- It provides timely and meaningful management reports, and is a more up-to-date system.

Completion Date:

- June 30th, 1984

Costs:

	ESTIMATED	ACTUAL
. Consulting/implementation:	$ 140,800	$140,800

Municipal Action '85 Contribution:

- $50,000

Cost Savings:

- Minimum annual savings of $80,000 are expected from the whole integrated system.

Contact:

Mr. Henning Von Kaufmann
Manager, Financial Services
Regional Municipality of Niagara
2201 St. David's Road
P.O. Box 1042
Thorold, Ontario
L2V 4T7
Telephone: (416) 685-1571

File No. 307045

REGIONAL MUNICIPALITY OF NIAGARA

Population: 367,738

"IMPROVE" (ARGUS) Report Generator

Background:

- The existing financial information system was not functioning adequately.
- Access to files for reports was inefficient.
- There was a need for an overall integrated financial management system for the Municipality.

What They Did:

- The Municipality adapted an Automated Resource Management Systems (ARMS/80) to existing hardware to suit the data processing requirements.
- The software modules that were implemented include: ARMS Core, accounts receivable, accounts payable, payroll and an ARGUS Report Generator called "IMPROVE".

Who Did It?

- Sartoris Inc.

Results:

- The "IMPROVE" program is used for retrieval of information from any standard sequential, random or indexed file.
- Using "IMPROVE" end-users, with little data processing knowledge, as well as programmers can generate reports.
- Reports are easily updated, restored, modified and verified.
- It saves turnaround and staff time.
- The whole integrated financial program results in a much more efficient and up-to-date information system.

Completion Date:

- April 30th, 1984

Costs:

	ESTIMATED	ACTUAL
Software:	$ 25,000	$ 25,000

Municipal Action '85 Contribution:

- $12,500

Cost Savings:

- Cost savings from turnaround time, programming and staff time spent will be significant. Overall savings of the integrated financial system will be $80,000 per annum.

Contact:

Mr. Henning Von Kaufmann
Manager, Financial Services
Regional Municipality of Niagara
2201 St. David's Road
P.O. Box 1042
Thorold, Ontario
L2V 4T7
Telephone: (416) 685-1571

File No. 405015

REGIONAL MUNICIPALITY OF NIAGARA

Population: 367,738

Regional Building
Maintenance Management System

Background:

- The Region wanted to review and document its existing Building Maintenance System in order to make it available to the local municipalities.

What They Did:.

- The Region hired consultants to review the existing system, develop improvements and implement alterations.
- All aspects of the system were documented so that it is readily understood, available for training new employees and transportable to other municipalities.
- The areas examined were: grounds activities, structural activities, repairs and maintenance activities, contractual activities and renovations.
- Thirty-three municipal buildings were involved.

Who Did It?

- Canadian Management Control Systems Corp.

Results:

- It is a cost effective way to provide local municipalities with a buildings management system. It operates on a IBM-PC so it is easily transportable.
- The system has been documented and it highlights areas where improvements might be found.

Projected Costs:

	ESTIMATED	ACTUAL
. Consultants:	$17,300	$14,729

Municipal Action '85 Contribution:

- $8,650

Cost Savings:

- The information in the Buildings Management System will lead to improved budgeting and ultimately to lower costs once any facilities that require major upgrading are improved. This is particularly true for the area municipalities.

Contact:

Mr. E.R. Simonen
Roadways Divisional Engineer
Public Works Department
Regional Municipality of Niagara
2201 St. David's Road
P.O. Box 1042
Thorold, Ontario
L2V 4T7
Telephone: (416) 685-1571

File No. 303069

TOWNSHIP OF NIPIGON

Population: 2,466

Financial Information System

Background:

- The Township's manual accounting system was cumbersome, time consuming and costly.
- Reporting to council was difficult.
- The Township needed to upgrade and automate their financial information system.

What They Did:

- They installed a Rexon (RX100) computer system with software that includes:
  - general ledger
  - accounts payable/receivable
  - taxation
  - water billing
  - payroll
  - budget
  - word processing facilities
- The system will also serve the needs of the Museum, Library and Harbour Committee.
- BACPAC is being incorporated with the system.

Who Did It?

- Gordon Molnar and Associates

Results:

- The Township's financial management has improved.
- More timely information is available.
- Additional staff are not be required and tax collection has improved.

Costs:

	ESTIMATED		ACTUAL
. Hardware:	$ 30,500		$ 38,156
. Software/training:	34,600		41,930
. Total	$ 65,100	. Other:	3,794
		. Total	$ 83,880

Municipal Action '85 Contribution:

- $17,300

Cost Savings:

- Annual savings of $20,000 are expected through reduced staff costs and short term borrowing costs.

Contact:

Mr. R. Lanigan
Deputy Clerk
Township of Nipigon
P.O. Box 160
25 Second Street
Nipigon, Ontario
P0T 2J0
Telephone: (807) 887-3135

File No. 307048

CITY OF NORTH BAY

Population: 50,567

Accounting/Financial Management System

Background:

- The financial system was fragmented, cumbersome, time consuming and outdated.
- Time lags (4-6 weeks) led to constant problems with availability of information and accuracy in record keeping.

What They Did:

- The City implemented an in-house Accounting/Financial management System.
- They installed software packages to the existing Basic Four Model 730 Hardware that included:
  - General Ledger, Tax System, Water Billing, Payroll, Cash Receipts, Budget, Financial Reporting and Public Works Maintenance Management.

Who Did It?

- Computer Solutions Inc.

Results:

- The on-line system provides instant and up-to-date information.
- The system increases the availability of current financial reports to Council.
- Service to the public has improved.
- The payroll delivery system is improved.
- The decision-making process is improved by better budget control.
- All functions are integrated which results in a more detailed and extensive Financial Reporting System.

Completion Date:

- June 30th, 1984

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$250,000	$264,250
. Software/Consulting:	77,616	75,500
. Implementation:	11,710	18,000
. Total	$339,326	$357,750

Municipal Action '85 Contribution:

- $38,808

Cost Savings:

- Immediate savings of $60,000 per annum from Service Bureau costs. Better budget control reduces risk of over spending.

Contact:

Mr. B. Rogers
Acting Treasurer
City of North Bay
200 McIntyre Street East
P.O. Box 360
North Bay, Ontario
P1B 8H8
Telephone: (705) 474-0400

File No. 303091

TOWNSHIP OF NORTH PLANTAGENET

Population: 2,700

Financial Information System

Background:

- The Township's manual financial system was cumbersome and time consuming for staff.
- Tax billing, tax collection and compiling of the general ledger was done by outside service bureaus and led to delays in receiving up-to-date information.
- The Township needed to upgrade its financial information system.

What They Did:

- The Township installed a REXON (RX100) computer system with software that includes:
  - accounts payable, general ledger taxation, payroll and word processing.
- BACPAC is being incorporated with the system.

Who Did It?

- DSM Systems Ltd.

Results:

- Up-to-date and accurate information is available to council, staff and the public.
- Budget control and cash flow has improved.
- The financial operations of the Township have improved.

Costs:

	ESTIMATED		ACTUAL
. Hardware	$ 21,800		$ 16,700
. Software:	$ 26,000		26,000
. Total	$ 47,800	. Other:	1,916
		. Total	$ 44,616

Municipal Action '85 Contribution:

- $10,000

Cost Savings:

- Savings of $11,000 per annum in service bureau costs, and $6,000 per annum in administrative costs. During the first year of operation, overdue taxes were reduced by $30,000.

Contact:

Mr. Noel Dicaire
Clerk-Treasurer
Township of North Plantagenet
P.O. Box 70
Curran, Ontario
K0B 1C0
Telephone: (613) 673-4797

File No. 405012

VILLAGE OF NORWOOD

Population: 1,240

Shared Computer System

Background:

- All financial transactions of the Village and the Public Utilities Commission were manual with the exception of tax billing which was processed by an outside firm.
- There was a need to improve the financial information system.

What They Did:

- The Village implemented a computerized system of bookkeeping and billing that would be compatible with the needs of the Village of Norwood and the Norwood Public Utilities Commission.
- They installed a MAI basic model mini-computer with software to address: tax and utility billing, general ledger, financial and budget reports, and accounts receivable.
- BACPAC is being incorporated with the system.

Who Did It?

- MAI Canada, Sphere Holdings and Richter and Associates.

Results:

- Information for council has been improved through better financial reporting.
- Staff workload has been reduced.
- Tax billing and collection are greatly improved.
- A more effective and efficient system has resulted.

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 8,710	$ 14,470
. Software:	10,450	14,095
. Consultant:	3,400	3,400
. Total	$ 22,560	$ 31,965

Municipal Action '85 Contribution:

- $5,225

Cost Savings:

- Cost savings of $5,000 per annum are expected through the elimination of tax billing service bureau costs and external utility billing service.

Contact:

Mr. Ross Althouse
Clerk-Treasurer
Village of Norwood
Box 29
Norwood, Ontario
K0L 2V0
Telephone: (705) 639-5343

File No. 310038

TOWN OF OAKVILLE

Population: 76,720

Electronic Telecommunications System

Background:

. Operating deficiencies of the Town's telephone system were caused by an outdated manual plug board that resulted in frequent breakdowns, functional limitations, and frustrated operators.

. In order to improve the telephone service between the public and municipal offices and within these offices, it was necessary for the Town to update its telecommuniciations system.

What They Did:

. The Town purchased a stored program control telephone system from Bell Communications System Inc. (B.C.S.I.).

. They installed a SD-192 electronic telephone system which provides a number of functions: facilities for after hours calling, a capacity for 192 locals and 48 trunk lines, internal call transfers, ability to stack calls, a paging system, etc.

Who Did It?

. Telecost Ltd., Telecommunications Consultant.

Results:

. Internal communication and public access is improved.

. The fully programmable electronic system employs a small console which is more efficient and easier to operate.

. Ongoing monthly rentals of switchgear, switchboards and headsets from Bell Canada have been eliminated. As a result, long term costs are reduced.

. The telecommunications system meets immediate and projected requirements of the Town.

Completion Date:

. December 3lst, 1983

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 75,619	$ 97,542
. Installation:	12,203	12,203
. Training:	1,000	1,000
. Total	$ 88,822	$110,745

Municipal Action '85 Contribution:

. $6,601

Cost Savings:

. The purchase of the system is less costly, in the long run, than a leased system. Approximately $100,000 over the next four years.

Contact:

Mr. K. Needham
Town Administrator
Town of Oakville
1225 Trafalgar Road
P.O. Box 310
Oakville, Ontario
L6J 5A6
Telephone: (416) 845-6601

File No. 303021

TOWN OF ORANGEVILLE

Population: 13,969

Tax Billing/Receivable System

Background:

- Batch mode operations of the financial information system were not functioning adequately.
- Their service bureau system led to time lags, out-of-date information and tax arrears.

What They Did:

- The Town updated and improved its financial information system by implementing a direct 'on-line' system.
- They improved the services being acquired from a service bureau.
- They acquired new terminals and a software package for: tax billing/receivables.
- Provision was also made for on-line functions such as printing of receipts, tax certificates and reports.
- The system can be expanded to include general ledger, payroll, water billings and maintenance management.

Who Did It?

- Real Time Datapro Ltd.

Results:

- Cost savings have resulted in reducing the need for additional staff.
- The system improves budget control and cash flow.
- Staff effectiveness is improved. Better data and reports are generated for management.
- The Town has instant on-line financial information available.
- Service to the public is improved.

Completion Date:

- November 30th, 1983

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 13,791	$ 13,791
. Software:	3,566	3,566
. Training:	480	480
. Total	$ 17,837	$ 17,837

- Plus Service Bureau costs of $11,000 per annum.

Municipal Action '85 Contribution:

- $2,024

Cost Savings:

- Approximately $10,000 per annum is expected through reduced staff costs and improved cash flow.

Contact:

Mr. Robert Donaldson
Treasurer
Town of Orangeville
Municipal Building
87 Broadway
Orangeville, Ontario
L9W 1K1
Telephone: (519) 941-0440

File No. 307058

TOWN OF ORANGEVILLE

Population: 13,969

Water Billings/Receivables System

Background:

- The Town's manual methods of obtaining and processing water billings/receivables was cumbersome, time consuming and outdated.
- They needed to upgrade and automate their system.

What They Did:

- The Town added an on-line water billing/receivable system to their existing on-line tax billing/receivable system.
- They automated approximately 500 commercial, industrial and similar customer accounts.

Who Did It?

- Real Time Datapro Ltd.

Results:

- Staff time of processing billings and payments is reduced.
- Information is more up-to-date and service to the public is improved.

Completion Date:

- June 30th, 1984

Costs:

	ESTIMATED	ACTUAL
. Software:	$2,000	$2,000
. Training:	500	537
. Total	$2,500	$2,537

Municipal Action '85 Contribution:

- $1,250

Cost Savings:

- Savings of $10,000 per annum in not hiring additional staff, reduced staff workload and improved cash flow.

Contact:

Mr. Robert Donaldson
Treasurer
Town of Orangeville
Municipal Building
87 Broadway
Orangeville, Ontario
L9W IKI
Telephone: (519) 941-0440

File No. 303044

TOWNSHIP OF ORILLIA

Population: 6,785

Financial Management System

Background:

- The Township's financial system was operated on a manual basis except for tax billing which was prepared through a service bureau.
- Heavy workloads, outdated information and a time consuming system resulted.
- There was a need for the Township to upgrade and automate their Financial management system.

What They Did:

- The Township automated their system by acquiring a REXON (RX 200) computer with software packages that include:
  - accounts payable, general ledger, payroll, tax billing accounts receivable, budget, maintenance management and word processing.
- BACPAC is being incorporated with the system.

Who Did It?

- Management Solutions Inc. (M.S.I.)

Results:

- A much more efficient and accurate financial system has occurred.
- Budget control has improved.

Costs:

	ESTIMATED		ACTUAL
. Hardware:	$ 36,060		$ 39,900
. Software:	28,800		29,700
. Total	$ 64,860	. Support:	4,719
		. Total	$ 74,319

Municipal Action '85 Contribution:

- $15,850

Cost Savings:

- Savings of $11,260 per annum are expected.

Contact:

Mr. Eric Peterson
Treasurer
Township of Orillia
P.O. Box 159
Orillia, Ontario
L3V 6J3
Telephone: (705) 325-2316

or Mr. James Mather
Clerk-Administrator

File No. 303050

TOWNSHIP OF ORO

Population: 6,919

Financial Information System

Background:

- The Township's manual financial system was outdated and led to heavy workloads for staff.
- There was a need to upgrade their financial information system in order to meet present and future requirements.

What They Did:

- The Township automated their financial operation by implementing a REXON (RX 100) computer with software packages that include:
  - tax billing
  - accounts payable
  - general ledger
  - payroll/personnel
  - budget
  - maintenance management
  - word processing
- BACPAC is being incorporated with the system.

Who Did It?

- Management Solutions Inc. (M.S.I.)

Results:

- The improved system is able to accommodate future population growth.
- Tax collection and cash flow has improved.
- Up-to-date information is available to council.

Completion Date:

- September 30th, 1984

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 37,783	$ 41,820
. Software/training:	27,217	27,217
. Other:	-	5,100
. Total	$ 65,000	$ 74,137

Municipal Action '85 Contribution

- $13,108

Cost Savings:

- Cost savings of $25,000 per annum through improved cash flow.

Contact:

Mr. H. Neufeld
Clerk-Treasurer/Administrator
Township of Oro
R.R. 1
Oro Station, Ontario
LOL 2EO
Telephone: (705) 487-2016

File No. 303061

TOWNSHIP OF OSGOODE

Population: 9,561

Financial Management System

Background:

- Because of the Township's growth, the batch mode operations of their financial information system were not functioning adequately.
- Their service bureau system led to time lags and out-of-date information.

What They Did:

- The Township upgraded and automated their financial information system by implementing a REXON (RX 200) computer system with software that includes:
  - general ledger, taxation, word processing facilities, payroll and accounts payable.
- BACPAC is being incorporated with the system.

Who Did It?

- Management Solutions Inc. (M.S.I.)

Results:

- The overall financial management of the Township has been improved.
- More timely and accurate information is available for council, staff and the public.
- Cash flow and budget control have been improved.

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 39,537	$ 39,537
. Software:	26,600	31,820
. Other:	4,800	4,800
. Total	$ 70,937	$ 76,157

Municipal Action '85 Contribution:

- $12,150

Cost Savings:

- Cost savings of $33,000 per annum are expected through reduced staff costs and better cash flow.

Contact:

Mr. Don Reid
Treasurer
Township of Osgoode
P.O. Box 130
Metcalfe, Ontario
K0A 2P0
Telephone: (613) 821-1107

File No. 305006

CITY OF OTTAWA

Population: 303,144

Performance Measurement System

Background:

- The City's performance measurement system was not measuring the efficiency, economy or effectiveness of each department adequately.
- There was a need to establish an overall review of the system.

What They Did:

- They hired a consultant to expand, enhance and refine City wide application of performance measurements in order to help managers and employees identify better ways of providing their particular service.
- They reviewed the methods of performance measurement used by each department and made recommendations for improvements (i.e. cost per capita measures, quality measures, effectiveness measures, etc.).

Who Did It?

- Advanced Municipal Systems.

Results:

- The system provides better management control and as a result decision-making is improved.
- Better information is available for cost control.

Completion Date:

- June 30th, 1984

Costs:

	ESTIMATED	ACTUAL
. Consultant:	$ 5,800	$ 5,800

Municipal Action '85 Contribution:

- $2,900

Cost Savings:

- Overall improvements in the efficiency, effectiveness and economy of the City's operation will occur.

Contact:

Mr. Coleman Young
Commissioner of Finance
City of Ottawa
City Hall
111 Sussex Drive
Ottawa, Ontario
K1N 5A1
Telephone: (613) 563-3121

File No. 310027

CITY OF OTTAWA

Population: 303,144

Corporate Policy Manual

Background:

- There was no organized set of historic policies by responsibility centres that were up-to-date or easily accessible.

What They Did:

- They developed a Corporate Policy Manual that provides a ready reference.
- They defined, indentified and gathered existing Council policies.
- These policies were listed in the Manual and divided into seven major sections:

1. Elected Representatives
2. General Administration
3. Fire Protection
4. Community Development
5. Physical Environment
6. City of Ottawa Non-Profit Housing Corporation
7. Equal Opportunity for Women

- Circulated completed Manuals of Council Policies to elected and appointed officials.

Who Did It?

- It was compiled by the Corporate Policy Manual Committee chaired by the City Clerk, City of Ottawa, and a student was hired to assist.

Results:

- Background policy information for decision-makers and the public is now available.
- This reduces the chance of creating conflicting policies and provides better guidance for staff.
- The Manual facilitates periodic review of Council policies and also points out any gaps that may occur within existing policies.

Completion Date:

- March 31st, 1984

Costs:

	ESTIMATED	ACTUAL
. Student Salary:	$ 3,000	$ 3,100
. Other:	5,000	3,279
. Total	$ 8,000	$ 6,379

Municipal Action '85 Contribution:

- $3,189.50

Cost Savings:

- Savings of $7,000 per annum are expected from reduced staff time of searching through records and reduced duplication.

Contact:

Mr. Coleman Young
Commissioner of Finance
City of Ottawa
City Hall
111 Sussex Drive
Ottawa, Ontario
K1N 5A1
Telephone: (613) 563-3121

File No. 307027

CITY OF OTTAWA

Population: 303,144

Fire Resource Management Study

Background:

- The City wanted to evaluate its Fire Protection Service Delivery and identify areas where revision, enhancement or changes in direction may be needed.
- The need to conduct this evaluation was seen as a fundamental step to ensure maximum benefits from the Fire Protection Program.

What They Did:

- The City conducted a Fire Resource Management Study of the Fire Fighting division and utilized software supplied by consultants.
- The Study was constituted in stages:
  1. Create a data base of the fire related facts of the community on which computer simulation analysis can be conducted (i.e. occupancy, structure, etc.).
  2. Analyze existing fire related facts to determine areas in need of adjustment or increased attention (i.e. quantity and distribution of fire fighting personnel, equipment and stations).
  3. Develop, based on computer simulation, surveys, external and internal experience, recommendations to Council for program delivery adjustments.
  4. Develop a comprehensive program delivery and resource allocation plan for use by management in delivery of fire protection services.

Who Did It?

- Public Technology Inc. and in-house staff.

Results:

- The Study provides Council with a complete range of resource allocation plans on which future decisions regarding the fire protection program can be made.
- Improved management of resources results in a better service to the public.

Completion Date:.

- June 30th, 1985

Costs:

	ESTIMATED	ACTUAL
. Consultants:	$ 20,000	$ 63,525
. Machine:	12,800	
. Other:	3,500	
. Total	$ 36,300	$ 63,525

Municipal Action '85 Contribution:

- $17,150

Cost Savings:

- Minimum savings of approximately $200,000 per annum are expected in saved time, life, property and equipment.

Contact(s)

Mr. Brian Conway and
Manager Finance
Ottawa Fire Department
280 Bay Street
Ottawa, Ontario
K1R 5Z6
Telephone: (613) 232-1700

Chief Ross J. White
Ottawa Fire Department
1423 Randall Avenue
Ottawa, Ontario
K1H 7R5
Telephone: (613) 232-1551

File No. 304011

CITY OF OTTAWA

Population: 303,144

Fire Communications Information Network

Background:

- The City needed to design and implement a fire communications network so that information regarding resources and fire sites would be immediately available.
- They also wanted to include reporting functions (daily and monthly) and fire inspection scheduling.

What They Did:

- They hired consultants to design a Fire Communications Information Network where on-line information of fire related facts are instantly available.
- This information includes: property profiles, street network files, water supply grid maps, fire hazard classification codes, occupancy, etc.
- The on-line system is used primarily for the fire response and prevention mechanisms, but also for other functions such as training and administration.

Who Did It?

- Systemhouse Ltd and temporary staff.

Results:

- The overall Fire Communications Information Network ensures maximum efficiency and effectiveness of fire fighting resources.
- The on-line system is part of the comprehensive delivery system for fire protection services.
- Pertinent fire related information is instantly available at the time of the alarm. This ensures that the correct amount of equipment and personnel respond to emergency calls.
- Information is up-to-date and is more readily available for reports and performance ratings.

Costs:

	ESTIMATED		ACTUAL
Consultants:	$ 67,700		$112,460
Staff:	97,300	Temporary staff:	1,800
Total	$165,000	Hardware:	129,500
		Radio system, printers, etc.:	138,288
		Total	$382,048

Municipal Action '85 Contribution:

- $33,800

Cost Savings:

- Minimum savings of approximately $200,000 per annum are expected in saved time, life, property and equipment.

Contact:

Chief Ross J. White
Superintendent of Communications
Ottawa Fire Department
1423 Randall Avenue
Ottawa, Ontario
K1H 7R5
Telephone: (613) 232-1551

File No. 310058

CITY OF OTTAWA

Population: 303,114

Property Maintenance Management System

Background:

- In recent years there has been rapid expansion of buildings under the Ottawa Non-profit Housing Corporation. As a result, the maintenance management section was having difficulties providing fast and accurate information.
- Their manual operation needed to be improved.

What They Did:

- The City hired consultants to review the system to identify where improvements and computerization might be made.
- The consultants developed an on-line system where record keeping of the maintenance program, including inventory, stores and equipment, were computerized.
- The system allows retrieval of costs and other information on a housing unit or grouping of unit basis.

Who Did It?

- IOTA Consulting Ltd.

Results:

- There is better control of maintenance through up-to-date accessible records.
- Inventory control and management has improved.

		ESTIMATED	ACTUAL
Costs:	. Consultants:	$ 48,000	$ 48,840

Municipal Action '85 Contribution:

- $24,000

Cost Savings:

- Not quantifiable in the short term. Savings are expected through more accurate and increased control.

Contact:

Mr. Allan Clark
Manager of Finance and Administration
Non-Profit Housing Corporation
City of Ottawa
214 Hopewell Avenue
Ottawa, Ontario
K1S 2Z5
Telephone: (613) 563-3441

File No. 301008

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON

Population: 562,782

Comprehensive Audit of the
Water Distribution System

Background:

. Water supply is one of the key operational responsibilities of the region and officials wanted assurance that these activities were being managed efficiently, effectively and with adequate controls.

What They Did:

. The team conducted a comprehensive audit of the Water Distribution Branch that would examine a wide range of areas including planning and budgeting, policy, resource requirements and information systems, etc.

. The team then made recommendations as to how the region could improve the operations.

Who Did It?

. Price Waterhouse Associates, management consultants in conjunction with internal audit staff.

Results:

. The final report concluded that the Region's Water Distribution Branch was highly effective.

. The recommendations are being considered by the Region and appropriate action will be taken to make the system more efficient, economical and effective.

Costs:

	ESTIMATED	ACTUAL
. Consultants:	$ 27,000	$27,000

Municipal Action '85 Contribution:

. $12,500

Cost Savings:

. There will be significant cost savings based on the recommendations. For instance, there has been a reduction in monthly account readings which has led to reduced staff costs ($65,000). As well, the possibility of changing from a four month to a three month billing cycle in 1986, would result in annual savings of $22,000 in improved cash flow. In the long term, major leak detection and meter maintenance programs will result in an estimated saving of $14 million after fifteen years of operation.

Contact:

Mr. Richard Palmer
Regional Internal Auditor
Regional Municipality of Ottawa-Carleton
222 Queen Street
Ottawa, Ontario
KIP 5Z3
Telephone: (613) 563-2622

File No. 307051

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON

Population: 562,782

Financial Control of Day Care Services

Background:

- The Region needed to develop a comprehensive and flexible Day Care System to handle the growing demands being placed on the Social Services Department in the day care area.

What They Did:

- They hired consultants who developed a program in three Phases:
- Phase I consisted of a preliminary investigation to determine what the problems were, and what was required by the users.
- Phase II consisted of the conceptual design of the application, documenting existing manual and computer systems, determining technical requirements.
- Phase III consisted of automating accounts payable and receivable, and the processing of intake and related information.

Who Did It?

- Temporary staff was hired to undertake the assignment.

Results:

- Current and accurate information is available for client children (about 2,600) and their families.
- Record keeping, accounts receivable and payable are greatly improved.
- They are able to monitor cash flow in a more effective way.

Completion date:

- June 30th, 1984

Costs:

	ESTIMATED	ACTUAL
. Consultants:	$ 99,414	$135,861

Municipal Action '85 Contribution:

- $48,095

Cost Savings:

- Cost savings of $264,714 over the next five years are expected in reduced staff costs.

Contact:

Mr. Walter Bilyk
Director, Data Processing
Regional Municipality of Ottawa-Carleton
222 Queen Street
Ottawa, Ontario
K1P 5Z3
Telephone: (613) 563-2858

File No. 308027

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON

Population: 562,782

Human Resource Planning
and Development System

Background:

- The Region was concerned about the future direction of several human resource management areas, ie. employment of handicapped, minority groups, improving the status of women, an aging workforce and, in general, to make the organization a good place to work as it copes with changes in the nature of work itself.

What They Did:

- They hired consultants to develop and implement a comprehensive human resource forecast and needs analysis system.
- Data was collected and analyzed on: external labour supply, legal constraints and trends, general economic trends; organization structure and job design factors; technological changes and productivity patterns and trends; administrative values, policies, objectives and philosophies; and patterns of employee turnover and mobility.

Who Did It?

- Woods Gordon, Management Consultants.

Results:

- The project provided the personnel department with an organized means for timely identification and resolution of human resource management issues.
- It facilitates the operation of a fully integrated planning system by combining human resource planning with strategic and operation planning.
- Promotes more timely and directed personnel services.

Costs:

	ESTIMATED	ACTUAL
. Consultants:	$ 81,700	$ 78,500

Municipal Action '85 Contribution:

- $20,000

Cost Savings:

- Difficult to quantify, however, the project will ensure more efficient use of the $60 million payroll budget.

Contact:

Ms. Sheila Tyndall
Director
Personnel Administration
Regional Municipality of Ottawa-Carleton
222 Queen Street
Ottawa, Ontario
KIP 5Z3
Telephone: (613) 563-2124

File No. 304016

CITY OF OWEN SOUND

Population: 19,637

Management and Financial Information System

Background:

- The City's financial management information system was not functioning adequately
- The manual system was outdated, cumbersome, time consuming and overloaded.

What They Did:

- The City automated its financial operations by installing a VAX 11/730 computer system with a software package that includes: general ledger, accounts payable, tax billing/receivables, payroll, purchasing and encumbrance, recreation registration program and budget.

Who Did It?

- Wardcomp Ltd. - consulting and project management; and Adnet Information Systems - software design and development services.

Results:

- Clerical processing functions have been reduced.
- The quality and timeliness of management information has improved.
- The system provides greater control over cash flow and a more up-to-date system.
- A more efficient and accurate system has resulted.

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 93,460	$ 86,900
. Software:	76,840	84,000
. Consultants:	28,500	19,100
. Other:	10,954	42,000
. Total	$209,754	$232,000

Municipal Action '85 Contribution:

- $47,400

Cost Savings:

- Elimination of the need to hire additional staff $27,000; reduced audit fees $5,000; and improved cash flow $15,000.

Contact:

Mr. Gary Wood
Treasurer
City of Owen Sound
City Hall
808 Second Avenue East
Owen Sound, Ontario
N4K 2H4
Telephone: (519) 376-1440

File No. 405020

VILLAGE OF PAISLEY

Population: 1,049

Joint Financial Information System

Background:

- The Village's manual financial system was cumbersome and time consuming for staff.
- General ledger, tax billing and utility billing were prepared by outside services.
- In 1984, the Village of Paisley, Town of Southampton, Township of Bruce and Town of Port Elgin conducted a review of their information systems. The four municipalities implemented similar computer systems and are able to provide each other with systems back-up and training support.

What They Did:

- The Village installed an IBM PC-AT based financial information system with software that includes: general ledger, accounts payable, budget forecasting, payroll, taxation, utility billing and accounts receivable, word processing and spreadsheet.

Who Did It?

- Wardcomp Ltd.

Results:

- Up-to-date and accurate financial information is readily available.
- Cash flow and budget control have improved.
- Clerical workload has been reduced thereby freeing staff to concentrate on management and planning functions.
- Access to current and historical information has improved.

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 13,811	$ 11,816
. Software:	16,046	18,296
. Training:	4,000	875
. Other:	2,000	3,125
. Total	$ 35,857	$ 34,112

Municipal Action '85 Contribution:

- $9,948

Cost Savings:

- Savings for the Village include: issuing own tax bills $900; producing own ledger $3,600; producing own utility bills $1,200; and staff time in preparing the year end statement $1,000.

Contact:

Mr. Ron Brown
Clerk-Treasurer
Village of Paisley
P.O. Box 460, Queen Street
Paisley, Ontario
N0G 2N0
Telephone: (519) 353-5609

File No. 303026

TOWN OF PARRY SOUND

Population: 5,855	Financial Management Information System
Background:	. Limited access and functions of the existing system have led to out-of-date information for monthly financial reports. . The tax billing and collection systems needed to be improved. . The Town needed to upgrade its financial management system.
What They Did:	. The Town installed a REXON (RX 400) computer system with software packages that include: - general ledger, taxation, budget and accounts payable. . BACPAC is being incorporated with the system.
Who Did It?	. Management Solutions Inc. (M.S.I.)
Results:	. The improved financial system has resulted in better utilization of staff time. . Cash flow and control of budget expenditure have been improved. . Tax billing and collection has improved. . Immediate and up-to-date financial and management information are available for reports.

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 38,600	$ 53,337
. Software/training:	$ 22,100	24,729
. Total	$ 60,700	$ 78,066

Municipal Action '85 Contribution: . $10,550

Cost Savings: . Savings of $50,000 per annum in interest payments and increased cash flow.

Contact:

Mr. J.F. Morel
Treasurer
Town of Parry Sound
52 Seguin Street
Parry Sound, Ontario
P2A 1B4
Telephone: (705) 746-2101

File No. 303122

TOWN OF PARRY SOUND

Population: 5,855

Payroll/Word Processing System

Background:

- The Town's payroll system was processed through an outside service and had to be posted manually. This resulted in heavy workloads for staff.
- They also wanted to install a word processing system in order to have by-laws and other related information easily available.

What They Did:

- The Town installed payroll and word processing packages to their newly acquired REXON (RX 400) mini-computer system.
- The payroll functions were integrated with the accounting system.

Who Did it?

- Molnar Systems Group

Results:

- Clerical workload is reduced and reporting is much faster.
- Preparation of by-laws, agendas and form letters as well as increased record storage has resulted in a more efficient system.

		ESTIMATED	ACTUAL
Costs:	. Software:	$ 12,500	$ 12,500

Municipal Action '85 Contribution:

- $4,500

Cost Savings:

- Savings of $3,700 per annum through eliminated service bureau costs and reduced staff time are expected.

Contact:

Mr. J.F. Morel
Treasurer
Town of Parry Sound
52 Seguin Street
Parry Sound, Ontario
P2A 1B4
Telephone: (705) 746-2101

File No. 307066

REGIONAL MUNICIPALITY OF PEEL

Population: 506,421

Computer Aided System for Police
Enforcement and Records

Background:

- The Peel Regional Police Force operates a manual records system.
- It contains basic data on persons, property, vehicles and occurences which acts both as a historical record of police activity as well as a base of data to be used by operational, investigative and management units.
- In order to improve efficiency and enhance personal safety, the Police Force needed to computerize operations.

What They Did:

- The Police Force installed a VAX 11/780 computer system and a package for Computer Aided System for Police Enforcement and Records (C.A.S.P.E.R.).
- The project consists of three phases:
  - Phase I: computerization of records. It includes Direct Data Entry where officers can contact a centrally located data entry clerk via telephone. Reports can be dictated and inputted directly into the system.
  - Phase II: computer aided dispatch system
  - Phase III: mobile digital terminals in police vehicles.

Who Did It?

- Digital Equipment of Canada supplied the hardware and I.P. Sharp Associate's supplied the software and training.

Results:

- There is substantial time savings in the storage and retrieval of information.
- The improved system will result in the more effective delivery of police services.

Costs:

	ESTIMATED	ACTUAL
. PHASE I and 2:		
. Hardware:	$ 1,839,520	$ 1,766,839
. Software:	671,500	681,763
. Total	$ 2,511,020	$ 2,448,602

Municipal Action '85 Contribution:

- $25,000

Cost Savings:

- Estimated savings of $675,000 in man hours plus other savings.

Contact:

Staff Inspector A. Blayney
Administrative Support
Peel Regional Police Force
Box 7750
7750 Hurontario St.
Brampton, Ontario
L6V 3W6
Telephone: (416) 453-3311

File No. 303038

TOWN OF PELHAM

Population: 11,205

Financial Information System

Background:

- The Town's computer system was outdated and unable to meet the Town's needs.
- Some functions were manually maintained which was time consuming and frustrating for staff.

What They Did:

- The Town improved their financial information system by implementing a REXON (RX 30) computer system with software packages that include:
  - taxation
  - budget
  - payroll
  - general ledger
  - accounts payable
  - encumbrance accounting
  - water billing

Who Did It?

- Molnar Systems Group

Results:

- Internal control procedures and cash management have improved.
- More timely and accurate information is available to Council and departments.

Cost:

	ESTIMATED	ACTUAL
. Hardware:	$ 59,250	$ 64,460
. Software:	32,000	20,125
. Implementation/training:	6,000	7,757
. Total	$ 97,250	$ 92,342

Municipal Action '85 Contribution:

- $19,000

Cost Savings:

- Cost savings of $30,000 per annum are expected. (Reduction in staff costs, elimination of service bureau costs and better budget control.)

Contact:

Mr. G. Cherney
Treasurer
Town of Pelham
P.O. Box 400
Municipal Building
Pelham Town Square
Fonthill, Ontario
L0S 1E0
Telephone: (416) 892-2607

File No. 303087

TOWN OF PENETANGUISHENE

Population: 5,449

Financial Information System

Background:

- The Town's tax billings were prepared by a service bureau and their service was being discontinued.
- Other accounting functions of the Town were done manually with the assistance of an outdated accounting machine.
- The Town needed to improve their financial information system.

What are they doing?

- The Town installed a REXON (RX 200) computer system with software that includes:
  - tax billing/receivables, accounts payable, general ledger, payroll/personnel, roads department and MTC reports, budget and word processing.
- BACPAC is being incorporated with the system.

Who is doing it?

- Molnar Systems Group

Results:

- It is a much more effective and efficient system.
- Accurate and up-to-date financial information is available to council, staff and the public.
- The Town is able to deal more effectively with their three elementary school supports.

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 66,158	$ 60,598
. Software/implementation:	24,400	31,638
. Total	$ 90,558	$ 92,236

Municipal Action '85 Contribution:

- $10,000

Cost Savings:

- Savings of $29,000 per annum are expected in better budget control and cash management.

Contact:

Mrs. S.M. Bellehumeur
Treasurer
Town of Penetanguishene
10 Robert Street West
P.O. Box 580
Penetanguishene, Ontario
L0K 1P0
Telephone: (705) 549-7453

File No. 303068

TOWNSHIP OF PERCY

Population: 2,523

Accounting, Tax and Utility
Billing System

Background:

- The Township's financial system was manual, except for tax billing which was done on a batch basis.
- The system was cumbersome, time-consuming and resulted in out-of-date information.
- The Township needed to upgrade and automate their accounting functions.

What They Did:

- The Township installed an Olivetti M-20 computer system with software that includes: general ledger, taxation, word processing and hydro, water and sewer billings.
- Utility billing for water, sewer and hydro were also included for the Police Village of Warkworth.
- BACPAC is being incorporated with the system.

Who Did It?

- Olivetti Canada and temporary staff.

Results:

- There has been substantial improvement in the municipality's financial administration and management.
- Cash flow management and budget control have been improved.
- Better financial information is available for Council, staff and the public.

Costs:

	ESTIMATED		ACTUAL
. Hardware:	$ 6,900		$ 11,180
. Software:	9,000		9,200
. Consultants:	3,800	. Training:	3,800
. Total	$ 19,700	. Other:	2,900
		. Total	$ 27,080

Municipal Action '85 Contribution:

- $4,500

Cost Savings:

- Savings of $20,000 per annum are expected through improved tax billing and interest costs.

Contact:

Mrs. W. Platt
Administrator, Clerk and Treasurer
Township of Percy
Township Hall
Warkworth, Ontario
K0K 3K0
Telephone: (705) 924-2931

File No. 304026

CITY OF PETERBOROUGH

Population: 61,595

Peterborough Utilities Commission/
Minute Index System

Background:

- The manual method of reviewing and indexing P.U.C. minutes was time consuming for staff.
- The index was only prepared once a year which made it difficult to obtain up-to-date information.

What They Did:

- The commission established an "on-line" enquiry system via terminals connected to the City's Honeywell DPS7 mainframe.
- The system provides cross referencing, annual summaries and reports, and search by keyword, date, subject, etc.

Who Did It?

- Civic Data Centre

Results:

- Better information is available for commission members and the P.U.C. administration.
- It provides easier access to minute information.
- Allows senior staff access to better information and thereby improves the decision-making process.

Costs:

	ESTIMATED	ACTUAL
. System design:	$ 6,200	$ 4,656
. Programming:	5,800	20,016
. Data Entry:	15,900	12,996
. Total	$ 27,900	$ 37,668

Municipal Action '85 Contribution:

- $13,950

Cost Savings:

- Cost savings of $9,000 per annum are expected through reduced staff costs.

Contact:

Mrs. E. Williams
Commission Secretary
Peterborough Utilities Commission
1867 Ashburnham Drive
P.O. Box 4125
Peterborough, Ontario
K9J 6Z5
Telephone: (705) 748-9300

File No. 305003

CITY OF PETERBOROUGH

Population: 61,470

Performance Evaluation Program

Background:

- The City's method of employee performance evaluation was informal and lacked overall policy and procedural guidelines.
- A review of the employee evaluation program was deemed important to redress the inadequacies of the system and to improve work performance.

What They Did:

- The City hired consultants to develop an objective and comprehensive performance appraisal program (Project A) which included: method of performance ratings and measurements, position descriptions, training sessions, and the development of a monitoring and control system.
- The consultants also reviewed the City's existing compensation plan (Project B) which included a survey of salary data and the development of salary administration policies and procedures.
- Project B was integrated with Project A to ensure that salaries would be competitive with the public and private sectors.

Who Did It?

- Currie, Coopers and Lybrand, management consultants.

Results:

- The program provides employees with expected work performance standards and regular feedback on performance.
- It has improved training and career development through a performance review (i.e. internal and external programs can be recommended to assist in career progression).
- The program enhances employee motivation and work performance.
- It provides better overall direction and management of the organization.

Costs:

	ESTIMATED	ACTUAL
. Consultants:	$ 50,000	$ 49,000

Municipal Action '85 Contribution:

- $25,000

Cost Savings:

- Not quantifiable in the short-term. Productivity improvements (ie. more output, elimination of unneeded output, and higher quality output) will occur in the long run.

Contact:

Mr. Murray Hynes
Personnel Director
City of Peterborough
500 George St. North
Peterborough, Ontario
K9H 3R9
Telephone: (705) 742-7771

File: No. 307010

CITY OF PETERBOROUGH

Population: 61,595

Dispatch and Fire Preventation

Background:

- The manual method of listing streets alphabetically and cross-referencing them to water main and hydrant locations is time consuming and inefficient.
- This often results in sending more fire equipment than is necessary.
- It is difficult to compile and extract information for required reports.

What They Did:

- They established a computer aided Fire Dispatch and Prevention System.
- They installed an on-line 'enquiry and updating' computer system via remote terminals connected to the City's Honeywell DPS7 Mainframe.
- Honeywell supplied the software package that enables ad hoc enquiries.

Who Did It?

- Civic Data Centre

Results:

- The system improves the efficiency and effectiveness of the Fire Prevention function.
- It reduces alarm response time by providing basic location data for all street addresses and hydrants.
- It reduces the number of vehicles responding by producing a general description of each property (ie., structure, hazards, occupancy, etc.).
- It provides a consistent Fire protection record of inspections.
- Information is easily available for reports and internal management.
- It is designed to allow expansion for future growth.

Completion Date:

- June 30th, 1984

Costs:

	ESTIMATED	ACTUAL
. Consultants:	$ 51,000	$ 69,255
. Equipment:	12,000	1,730 (rental)
. Total	$ 63,000	$ 70,985

Municipal Action '85 Contribution:

- $25,000

Cost Savings:

- Annual savings of $7,300 are expected. (Reduced clerical time $3,000 and reduced vehicle operating costs $4,300). Additional savings through better response time.

Contact:

Mr. Ron Chittick
Director of Finance and Administrative Services
City of Peterborough
500 George Street North
Peterborough, Ontario
K9H 3R9
Telephone: (705) 748-8860

File No. 306001

CITY OF PETERBOROUGH

Population: 61,595

Vehicle Performance and Maintenance System

Background:

- The manual method of keeping records and files for vehicle performance and maintenance led to redundancy, wasted manpower and out-of-date information.

What They Did:

- They established an on-line enquiry and updating system via remote terminals connected to the City's Honeywell DPS7 mainframe.
- Established vehicle information files that include: fuel consumption, vehicle service history, mechanic's reports, preventive maintenance, etc.
- Honeywell supplied the software package that enables ad hoc enquiries.

Who Did It?

- Civic Data Centre.

Results:

- It improves management decision-making regarding resource allocation and budgeting.
- It provides more timely information on shop schedules and inventory control.
- The integration of the vehicle performance and maintenance system with the accounting and inventory systems results in a more efficient operation (i.e. provides supplier information).
- Fuel consumption and repairs can be monitored.

Completion Date:

- December 31st, 1984

Costs:

	ESTIMATED	ACTUAL
Consultants:	$ 32,000	$ 43,499
Equipment:	6,150	468 (rental)
Other:	4,500	-
Total	$ 42,650	$ 43,967

Municipal Action '85 Contribution:

- $18,250

Cost Savings:

- Annual savings of $21,100 are expected. (Reduced fuel consumption $5,400, reduced idle time $5,500, and reduced repairs through preventative maintenance $10,200.)

Contact:

- Mr. Ron Chittick
  Director of Finance and
  Administrative Services
  City of Peterborough
  500 George Street North
  Peterborough, Ontario
  K9H 3R9
  Telephone: (705) 748-8860

File No. 307026

CITY OF PETERBOROUGH

Population: 61,595

Materials Management System

Background:

- The manual system of processing and controlling purchase orders and related receipts of goods was inadequate.
- Expenditure and budget links needed improvement.
- The need was identified to install a Materials Management System.

What they Did:

- They developed and implemented a purchasing and accounting system to interface with the existing on-line inventory, budget, and account systems.
- The system includes:
  - on-line and batch functions
  - entry and modification of purchase orders
  - vendor files
  - product receiving and accounts payable fuctions

Who Did it?

- Civic Data Centre

Results:

- It allows shared access of inventory and purchasing information between the City and Peterborough Utilities Commission, and assists in joint purchasing and provides general sharing of information.
- It provides easier access to information than the previous system.

Completion Date:

- December 31st, 1983

Costs:

	Estimated	Actual
. Consultants:	$35,800	$ 44,714
. Equipment:	13,300	-
. Total	$49,100	$ 44,714

Municipal Action '85 Contribution:

- $17,900

Cost Savings:

- Annual savings of $26,000 are expected.

Contact:

Mr. Ron Chittick
Director of Finance and
Administrative Services
City of Peterborough
500 George Street North
Peterborough, Ontario
K9H 3R9
Telephone: (705) 748-8860

File No. 308007

CITY OF PETERBOROUGH

Population: 61,595

Personnel Information System

Background:

- The use of a manual personnel record system caused delays and inaccurate information about employees.
- Management reports and the statistics necessary for proper administration were not always compiled because of excessive strain placed on available personnel.

What they did?

- They computerized the personnel records through the expansion and integration of the City's existing Payroll System.
- On-line enquiry and updating is provided through remote terminals which are connected to the City's main computer.
- The System provides: employee statistical file, employee statements, year-end reports file, internal recruitment file, negotiations file and control file.

Who did it?

- Civic Data Centre

Results:

- It reduced clerical-management time.
- It enhanced the internal recruitment of employees by having timely and accurate information available, especially for negotiations.
- It effected control as it applies to absenteeism, vacation and statutory holiday use.
- It enhanced the recruitment process. By the use of the computer system the City is in a better position to prepare employee personnel statements, monitor absenteeism, review internal candidates for promotion and prepare year-end reports.

Completion Date:

- February 28, 1984

Costs:

	ESTIMATED	ACTUAL
. Consultants:	$ 24,000	$ 32,482
. Equipment:	4,500	(Rented at $453/month)
. Total	$ 28,500	$ 32,482

Municipal Action '85 Contribution:

- $12,000

Cost Savings:

- Annual savings of $55,000 are expected. (Reduced clerical and management time $15,000; savings produced by accuracy in negotiations $16,000; and savings in abuse of sick leave $24,000.)

Contact:

Mr. Murray Hynes
Personnel Director
City of Peterborough
500 George St. North
Peterborough, Ontario
K9H 3R9
Telephone: (705) 742-7771

File No. 303009

TOWNSHIP OF PITTSBURGH

Population: 9,500 Financial Management System

Background:

- The Township's bureau batch system did not provide the integration of General Ledger information and had to be manually adjusted.
- Time lags (2-4 months behind) and lack of awareness about budget control resulted in staff wasting valuable time keeping manual records.
- The Town needed an integrated Financial Management Information System.

What They Did:

- The Township computerized their financial system by creating a fully integrated interactive system.
- They installed software packages to a newly acquired REXON (RX-30) mini computer
- Phase I software consists of: tax billing, budget, general ledger, payroll with secondary distribution and vehicle recovery, accounts payable, water billing and word processing.

Who Did It?

- Computer Solutions Inc.

Results:

- The system provides ways to measure performance and output so that Council and staff can evaluate their decisions based on up-to-date facts and measurements.
- Management staff have more time to manage their departments.
- All department personnel have been trained on the system and have become aware of the capabilities.

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 55,000	$ 55,000
. Software/training:	53,800	57,801
. Total	$108,800	$112,801

Municipal Action '85 Contribution:

- $26,900

Cost Savings:

- The system will improve budget and reporting systems and as a result, improve decision-making. Savings of $14,000 per annum in eliminated service bureau costs.

Contact:

Mr. Wilson Bigelow
Treasurer and Tax Collector
Township of Pittsburgh
P.O. Box 966
Kingston, Ontario
K7L 4X8
Telephone: (613) 546-3283

File No. 304022

TOWNSHIP OF PITTSBURGH

Population: 9,500

Policy Manuals

Background:

- Council identified that there was a need to improve the administrative organization of the municipality.
- The Township has a large growth potential and as a result it needed to prepare and put into place an effective management system that would ensure orderly growth with as little strain as possible on the finances of the municipality.

What They Did:

- They hired consultants to review their present system and to make recommendations for improvement.
- The consultants examined such things as reporting systems and budgets; staff responsibilities, qualifications and job definitions; flow of information and work procedures; and the roles of Council members.
- Policy manuals were also written for each department.

Who Did It?

- Thorne, Stevenson and Kellogg, Management Consultants.

Results:

- Overall improvement to the Township's administration and service to the public has occurred.
- The better management system will ensure that proper use is made of available scarce financial resources. More efficient use of staff, space, equipment and facilities has resulted.

Costs:

	ESTIMATED	ACTUAL
. Consultants:	$ 13,000	$ 13,000

Municipal Action '85 Contribution:

- $6,500

Cost Savings:

- Not quantifiable. However, the consultant's proposal suggested a possible 2 to 5% saving on the Township's operating budget.

Contact:

Mr. Wilson Bigelow
Treasurer and Tax Collector
Township of Pittsburgh
P.O. Box 966
Kingston, Ontario
K7L 4X8
Telephone: (613) 546-3283

File No. 405023

TOWN OF PORT ELGIN

Population: 6,159

Joint Financial
Information System

Background:

- The Town's manual financial system was cumbersome and time consuming for staff.
- General ledger and tax billing were prepared by outside services.
- In 1984, the Town of Port Elgin, the Village of Paisley, Town of Southampton and Township of Bruce conducted a review of their information systems. The four municipalities implemented similar computer systems and are able to provide each other with systems back-up and training support.

What They Did:

- The Town installed an IBM PC-AT based financial information system with software that includes: general ledger, accounts payable, purchase order/encumbrance, payroll, tax billing and receivables, budget forecasting, MTC reporting and word processing.

Who Did It?

- Wardcomp Ltd.

Results:

- Cash management and financial controls have improved.
- Up-to-date and accurate financial information is readily available to council, staff and the public.
- Clerical workload has been reduced thereby freeing up staff time to perform other duties.

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 16,361	$ 31,489
. Software:	16,046	15,973
. Training:	4,000	4,418
. Other:	2,000	-
. Total	$ 38,407	$ 51,880

Municipal Action '85 Contribution:

- $9,948

Cost Savings:

- Total savings of $10,421 per annum through eliminated service bureau costs and reduced staff time.

Contact:

Mr. D.A. Court
Treasurer
Town of Port Elgin
Box 550
515 Goderich Street
Port Elgin, Ontario
NOH 2CO
Telephone: (519) 832-2008

File No. 303041

TOWN OF PORT HOPE

Population: 10,274

Port Hope Hydro/
Financial Control System

Background:

- Port Hope Hydro's financial system was outdated, cumbersome and time consuming.
- Billing was processed by an outside billing service with a large portion prepared manually by Hydro staff.
- Payroll, inventory and all other accounting functions were done manually.
- Port Hope Hydro needed to upgrade their financial system.

What They Did:

- They improved and automated their financial control system by implementing a MAI Basic Four Business Computer with a standard Hydro software package that includes: billing and accounts receivable, payroll, labour and vehicle distribution, general ledger, inventory and purchasing, accounts payable, etc.

Who Did It?

- MAI Canada and T & W Systems.

Results:

- There is the potential for expanding the system to include Port Hope Waterworks and the Town of Port Hope.
- The system has improved the operation and financial control of the Commission, particularly billings and receivables.
- It is much more efficient and accurate then their previous system.

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 46,410	$ 50,129
. Software:	15,000	18,260
. Training:	4,200	567
. Other:	3,000	-
. Total	$ 68,610	$ 68,956

Municipal Action '85 Contribution:

- $9,650

Cost Savings:

- Monthly billing will yield a one-time saving of $100,000 in cash flow; $15,000 saving from outside billing services; and a reduction in staff costs.

Contact:

Mr. R. Symonds
Secretary-Treasurer
Port Hope Hydro
P.O. Box 148
Port Hope, Ontario
L1A 3W3
Telephone: (416) 885-6394

File No. 404010

TOWN OF PORT HOPE

Population: 10,274

Joint Computer Services

Background:

- Port Hope Hydro, the Town of Port Hope and Port Hope Waterworks wanted to increase and improve their operating and service capabilities, and wanted to examine the potential for establishing a joint computer service.

What They Did:

- The Town hired consultants to determine the computer service needs among the three agencies and to recommend how these needs could be met on a shared basis. (Phase I)
- The consultants called for proposals from two computer firms and made their recommendation to the Town.
- Phase II consists of implementing the recommendations.

Who Did It?

- Woods Gordon, Management Consultants.

Results:

- Acting on the consultant's recommendations, Port Hope Hydro is proceeding with implementing a basic computer system, the Town and Waterworks will follow at a later date.
- The implementation of a computer system will enhance the efficiency and effectiveness of the operation.

Completion Date:

- March 31st, 1984

Cost:

	ESTIMATED	ACTUAL
(Phase I) Consultants:	$ 11,000	$ 11,000

Municipal Action '85 Contribution:

- $3,810

Cost Savings:

- Difficult to quantify. Port Hope Hydro is proceeding with the recommendations and they estimate a one-time savings of $100,000.

Contact:

Mr. N. Wakely
Clerk-Administrator
Town of Port Hope
56 Queen Street
P.O. Box 117
Port Hope, Ontario
LIA 3V9
Telephone: (416) 885-4544

File No. 307025

TOWNSHIP OF PRINCE

Population: 771

Tax Billings and Receivables System

Background:

- The Township's manual method of Tax Accounting was inadequate.
- Time lags and wasted manpower resulted.

What They Did:

- In order to provide a more efficient method of Tax Billing and Receivables a micro computer system was installed.
- This system automates primary financial activities such as: tax billing/receivables, overdue accounts and monthly statements, and permits the use of word processing facilities.

Who Did It?

- McClelland-Dumanski.

Results:

- Automation of adding penalities to accounts, tax billing and receivables saves considerable time.
- Instant financial assessment is provided.
- It improves record protection.
- The system can be expanded, i.e., a General Ledger can be added.
- Lists of By-Laws and amendments to them can be easily modified with the word processor.
- Generally, a more efficient and accurate system has resulted.

Completion Date:

- December 31st, 1983

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 11,000	$ 11,000
. Software/training:	4,000	6,600
. Total	$ 15,000	$ 17,600

Municipal Action '85 Contribution:

- $3,300

Cost Savings:

- Approximately $10,000 over 5 years.

Contact:

Mrs. L. Konkin
Clerk Treasurer
Township of Prince
39 Riverside Drive
P.O. Box 726
Sault St. Marie, Ontario
P6A 5N3
Telephone: (705) 253-6303

File No. 303029

TOWN OF RAYSIDE-BALFOUR

Population: 14,731

Computerized Cash Register System

Background:

- The Town needed to improve the accuracy and collection of reports in the Tax Department.
- They wanted to be able to connect the accounts receivable (taxes) system on-line to the in-house computer providing a visual display status of the taxes outstanding.

What They Did:

- The Town installed a computerized cash register system to increase the accuracy of collections and reports.
- The register is tied into the in-house computer.
- Details of receipts, funds to be credited, and analysis of accounts receivable are included.

Who Did it?

- NCR Canada Ltd.

Results:

- Bank deposits are prepared and deposited on a daily basis thereby improving cash flow.
- Tax collection has been improved and more timely information is available for the public.

Completion Date:

- December 31st, 1984

Costs:

	Estimated	Actual
. Hardware:	$ 12,607	$ 12,607
. Software:	3,092	3,406
. Total	$ 15,699	$ 16,013

Municipal Action '85 Contribution:

- $1,547

Cost Savings:

- Savings of $4,000 per annum on interest from short-term borrowing and improved cash flow.

Contact:

Mr. A. Sauve
Treasurer
Town of Rayside-Balfour
108 Highway 144
P.O. Box 639
Chelmsford, Ontario
POM ILO
Telephone: (705) 855-9061

File No. 404036

COUNTY OF RENFREW

Population: 86,461

Systems Requirement Study

Background:

- The County of Renfrew, as well as the City of Pembroke and the Renfrew County and District Health Unit, wanted to conduct a Requirments Study to determine what would be the best direction to implement automated systems.

What They Did:

- The County hired consultants to conduct two requirements studies: one for the County, City of Pembroke and Health Unit, and one for the area municipalities as a group.
- The first study involved an indepth analysis of current operations, operating constraints and a definition of hardware and software requirements.
- The second study involved distributing a survey to the area municipalities to determine the extent of automation, priorities for possible automation and the perceived value for automated systems.

Who Did It?

- Chris Gorman and Associates Ltd.

Results:

- The consultant's report concluded that there were application areas of common interest and concern.
- Group participation for acquisition of shared data processing resources would be a positive and beneficial approach.
- Based on the recommendations the municipalities are moving forward with EDP implementation.

Completion Date:

- January 31st, 1985

Costs:

	ESTIMATED	ACTUAL
. Consultants:	$ 29,325	$ 29,325

Municipal Action '85 Contribution:

- $13,325

Cost Savings:

- Implementation of a comprehensive EDP system will result in cost savings.

Contact:

Mr. Michael J. Johnson
Deputy Clerk-Treasurer
County of Renfrew
County Administration Building
169 William Street
Pembroke, Ontario
K8A 1N7
Telephone: (613) 735-0128

File No. 405024

COUNTY OF RENFREW

Population: 86,461

Acquisition of County-wide
Financial Software

Background:

- In 1984, the County hired consultants to conduct a requirements study to determine EDP direction for the County, City of Pembroke, Renfrew County and District Health Unit, as well as the local municipalities.
- The consultants determined it would be cost effective to acquire common software.

What They Did:

- The County installed an MAI 2000 model computer and developed software that includes: tax billing and receivables, water/hydro billing and receivables, accounts payable, general ledger, financial statements, budget, payroll/personnel, maintenance management, inventory, word processing, Homes for the Aged and Parks and Recreation.
- The City of Pembroke installed its own MAI hardware and is acting as the test site for the other municipalities who will follow at a later date.

Who Did It?

- MAI Canada and Richter and Associates.

Results:

- The software is available to all the local municipalities who decide to computerize their operations.
- Up-to-date and accurate financial information is readily available.
- The joint approach is more cost-effective.

		ESTIMATED	ACTUAL
Costs:	Software:	$ 121,850	$ 53,792

Municipal Action '85 Contribution:

- $26,896

Cost Savings:

- Savings of $500,000 through using a joint approach to software development.

Contact:

Mr. Michael J. Johnson or Mr. James D. Kutschke
CAO and Clerk Treasurer / Deputy Clerk-Treasurer
County of Renfrew
County Administration Building
169 William Street
Pembroke, Ontario
K8A 1N7
Telephone: (613) 735-0128

File No. 405018

COUNTY OF RENFREW

Population: 86,461

Joint Selection of Computer Systems

Background:

- In 1984, the County, City of Pembroke and Renfrew County and District Health Unit conducted a requirements study to determine whether joint computerization would be feasible.
- The consultants determined that there were areas of common interest and that they should move forward with joint software acquisition.

What They Did:

- In order to ensure they made the correct choice in selecting computer equipment, the county user's group hired consultants to assist with this stage.
- The consultants ensured technical accuracy of system specifications, project management and implementation control. As well as assisting with detailed implementation, testing and training within the county user's group on a day-to-day basis.

Who Did It?

- Chris Gorman and Associates Ltd. and Richter and Associates.

Results:

- The consultants ensured a more careful in-depth examination of alternatives.
- Overall costs of computer implementation have been reduced. The consultants will help users to understand the system and utilize it more effectively.

		ESTIMATED	ACTUAL
Costs:	. Consultants:	$ 49,325	$ 41,207

Municipal Action '85 Contribution:

- $20,603

Cost Savings:

- Savings of approximately $40,000 by using the joint approach as opposed to individual efforts.

Contact:

Mr. Michael J. Johnson or Mr. James D. Kutschke
CAO and Clerk-Treasurer Deputy Clerk-Treasurer
County of Renfrew
County Administration Building
169 William Street
Pembroke, Ontario
K8A 1N7
Telephone: (613) 735-0128

File No. 303119

TOWN OF RENFREW

Population: 8,195

Financial Management
Information System

Background:

- The Town's accounting procedures were manual and this led to outdated information and heavy workloads for staff.
- They wanted to implement a completely integrated and automated financial information system.

What They Did:

- The Town installed a Data General Model 20 computer system with software that includes: general ledger, accounts payable, accounts receivable, budget, payroll, water, tax, encumbrance accounting, maintenance management and an electronic office system (CEO).

Who Did It?

- Data General and Molnar Systems Group.

Results:

- Budget control and cash flow have improved.
- Productivity of staff has increased.
- Up-to-date and accurate financial information is readily available for council, staff and the public.

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 46,734	$ 38,757
. Software/ . Training:	64,714	62,700
. Consultants:	10,000	10,000
. Total	$ 121,448	111,457

Municipal Action '85 Contribution:

- $37,357

Cost Savings:

- The system will save $130,000 in five years for a payback of three years.

Contact:

Mr. W.J. McMahon
Treasurer
Town of Renfrew
128 Raglan Street South
Renfrew, Ontario
K7V 4G7
Telephone: (613) 432-4848

or Mr. Gerard T. Hunt
Accountant

File No. 307061

TOWN OF RICHMOND HILL

Population: 42,000

Municipal Water Utility System

Background:

- Meter reading information was recorded manually and then was transferred to the computer system before billing was prepared.
- Time lags and inaccuracy from the time of reading the meter to the actual billing occurred.
- The increasing size of the Municipality led to the necessity of improving and increasing service.

What They Did:

- A new system was designed where meter readings for each unit are captured directly onto a cassette and then transferred to the central computer without any clerical input.
- A specially designed remote reader is inserted into the terminal at the home where information is recorded on the cassette.
- After readings for the cycle are complete and the information is transferred to the computer, the bills are printed and distributed.
- Each cassette records between 800 to 1000 accounts.

Who Did It?

- Neptune Meters Ltd.

Results:

- The possibility of human error is reduced as the meter is read electronically and data is captured on a cassette.
- Efficiency, effectiveness and accuracy of data is improved.
- The system has the potential for expanding into other areas, for example, the Richmond Hill Hydro Commission.
- It will be able to handle anticipated future growth of the utility system with little or no additional cost.

Completion Date:

- June 30th, 1984

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 30,000	$ 16,822
. Software:	35,000	36,960
. Implementation::	30,000	36,042
. Total	$ 95,000	$ 89,824

Municipal Action '85 Contribution:

- $22,500

Cost Savings:

- Expected savings of $42,500 per annum in not hiring additional staff and faster billing and collection leading to improved cash flow.

Contact:

Mr. Fred Bauthus
Commissioner of Finance
Town of Richmond Hill
10266 Yonge Street
Richmond Hill, Ontario
L4C 4Y5
Telephone: (416) 884-8101

File No. 404005

TOWN OF RICHMOND HILL

Population: 42,000

Data Processing Systems Study

Background:

- An examination of the possible uses of E.D.P. systems to improve municipal operations was needed to ensure that computerization was co-ordinated and integrated.

What They Did:

- A cost/benefit feasibility analysis was proposed.
- They established a M.A.I. users group, composed of the Towns of Ajax, Aurora, Richmond Hill, Newmarket, Whitby and the City of Orillia, to pool financial and management resources.
- They hired consultants to develop a co-operative Municipal Data Processing System.
- The consultants examined all municipal departments (ie. Planning, Engineering, Parks and Recreation, Library Board, etc.) in order to define immediate and future automation requirements and to make recommendations on how to proceed with the development of an EDP system.

Who Did It?

- Computer Sciences Canada Ltd.

Results:

- The report has acted as a basic guideline for computer usage and development.
- The guidelines have aided the Municipality in selecting and implementing future cost effective data processing systems.
- The EDP system will act as a municipal resource rather than just a departmental resource.

Completion Date:.

- January 30th, 1984

Costs:

	ESTIMATED	ACTUAL
. Consultants:	$ 27,450	$ 45,000

Municipal Action '85 Contribution:

- $13,725

Cost Savings:

- Difficult to quantify. However, the implementation of the recommendations will result in a more effective, efficient and economical operation.

Contact:

Mr. Fred Bauthus
Commissioner of Finance
Town of Richmond Hill
10266 Yonge Street
Richmond Hill, Ontario
L4C 4Y5
Telephone: (416) 884-8101

File No. 303048

TOWNSHIP OF RIDEAU

Population: 9,229

Financial Information System

Background:

- Batch made operations of the Town's financial information system were not functioning adequately.
- The manual operation of the general ledger was time consuming and resulted in out-of-date information.

What They Did:

- The Township implemented an "on-line" access to their financial information by improving and expanding the services provided by a Service Bureau.
- They acquired new terminals and software that includes: general ledger, tax billing and receivables.
- BACPAC is being incorporated with the system.

Who Did It?

- Realtime Datapro Ltd.

Results:

- The system provides the availability of instant on-line financial information and as a result financial management is improved.
- Tax information is easily available and less costly to produce.
- In general, a more efficient and up-to-date system has resulted.

Completion Date:

- September 30th, 1984

Cost:

	ESTIMATED	ACTUAL
. Hardware:	$ 19,936	$ 19,357
. Software:	5,500	13,384
. Total	$ 25,436	$ 32,741

- Plus service bureau costs of $21,000 per annum.

Municipal Action '85 Contribution:

- $2,250

Cost Savings:

- Cost savings of $17,000 per annum are expected in reduced staff costs and increased productivity.

Contact:

Mrs. M.L. Weedmark
Deputy Treasurer
Township of Rideau
Box 310
North Gower, Ontario
K0A 2T0
Telephone: (613) 489-3314

File No. 303162

TOWNSHIP OF ROCHESTER

Population: 4,411 | Financial Information System

Background:

- The Township's manual financial information system was cumbersome and time consuming for staff and led to outdated information.
- Taxes and water billings were prepared by outside services which led to time lags in receiving information.
- The Township needed to centralize and automate their financial operations.

What They Did:

- The Township installed an MAI Model 805 micro-computer system with software that includes: assessment roll, general ledger, payroll, tax billing, drainage billing and collection, water billing and collection, accounts payable, accounts receivable and purchase orders.
- The County of Essex supplied the software.

Who Did It?

- MAI Canada and Richter and Associates.

Results:

- Staff time is freed to more effectively perform other duties, such as research, problem-solving and serving the public.
- Cash flow and budget control have improved.
- The system provides timely, relevant and reliable data to council and staff.

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 18,600	$ 23,800
. Software:	2,000	2,000
. Training:	5,000	2,750
. Total	$ 25,600	$ 28,550

Municipal Action '85 Contribution:

- $3,500

Anticipated Cost Savings:

- Net annual savings of $5,820 are expected.

Contact:

Ms. Geralyn Tellier-Perdu
Clerk-Treasurer
Township of Rochester
St. Joachim, Ontario
N0R 1S0
Telephone: (519) 728-2213

File No: 303085

VILLAGE OF ROCKCLIFFE PARK

Population: 2,267

Financial Management System

Background:

- The manual financial system was cumbersome and time consuming for the small staff.
- It was difficult to maintain up-to-date financial records.
- The Village needed to automate its financial system.

What They Did:

- The Village installed a Data General 10ST desktop computer system with software that includes: tax package, general ledger, budget and accounts payable.
- The system can be expanded to include word processing, payroll, and zoning database.

Who Did It?

- Molnar Systems Group.

Results:

- More timely and accurate processing of data, reporting and tax assessments is available.
- Additional staff are not be required.

Cost:

	ESTIMATED		ACTUAL
. Hardware:	$ 25,900		27,281
. Software:	11,000		12,519
. Training:	2,000		2,140
. Total:	$ 38,900	. Other:	1,020
		. Total	$ 44,960

Municipal Action '85 Contribution:

- $ 6,500

Cost Savings:

- Savings of $24,100 over 5 years are expected.

Contact:

Mrs. Linda Doyle
Treasurer
Village of Rockcliffe Park
350 Springfield Road
Rockcliffe Park, Ontario
K1M 0K7
Telephone: (613) 749-9791

File No. 303072

TOWN OF ROCKLAND

Financial Information System

Population: 3,887

Background:

- The Town's manual accounting system was time consuming and resulted in outdated and inaccurate information.
- Taxation, water billing and general ledger were prepared by a service bureau.
- The Town needed to update and improve its financial information system.

What They Did:

- The Town installed a Data General Desktop (10SP) computer system with software that includes: general ledger, accounts payable/receivable, tax billing/receivables, maintenance management, water and sewer billings, payroll and word processing.
- BACPAC is being incorporated with the system.

Who Did It?

- Molnar Systems Group.

Results:

- The improved financial system has resulted in a more efficient operation.
- Cash flow and budget control have improved.
- The Town does not have to hire additional staff.

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 42,375	$ 48,222
. Software:	33,000	32,800
. Other:	2,500	1,105
. Total	$ 77,875	$ 82,127

Municipal Action '85 Contribution:

- $16,450

Cost Savings:

- Savings of $15,000 per annum are expected in eliminated service bureau costs. Additional savings through not hiring additional staff and improved cash flow are expected.

Contact:

Mr. Jean-Pierre Pitre
Clerk - Chief Administrative Officer
Town of Rockland
Box 909
Rockland, Ontario
KOA 3AO
Telephone: (613) 446-5143

File No. 303103

TOWNSHIP OF ROXBOROUGH

Population: 2,973

Financial Information System

Background:

- The Township's manual accounting system was time consuming for staff.
- Heavy workloads resulted and extra staff were needed.
- The Township needed to automate their financial operations.

What They Did:

- The Township installed a Data General 10SP computer system with software that includes: taxation, general ledger, accounts payable, accounts receivable, payroll, budget, maintenance management and word processing.

Who Did it?

- Molnar Systems Group.

Results:

- Up-to-date and accurate financial information is readily available to council, staff and the public.
- Financial management and cash flow have improved.

Costs:

	ESTIMATED	ACTUAL
. Hardware	$ 23,700	$ 28,467
. Software:	23,900	23,900
. Total	$ 47,600	52,367

Municipal Action '85 Contribution:

- $11,950

Cost Savings:

- Proponent projects savings equivalent to one-half the cost of a part-time employee ($7,500) and anticipates the savings of a full-time employee commencing on or about 1987. Further savings are expected through improved cash flow.

Contact:

Mr. W.E. Wright
Clerk-Treasurer
Township of Roxborough
Box 189
Moose Creek, Ontario
KOC IWO
Telephone: (613) 538-2531

File No. 303075

TOWNSHIP OF RUSSELL

Population: 5,961

Financial Information System

Background:

- The Township utilized two service bureaus: one for accounting functions and one for taxation functions.
- Timely information was not readily available and consequently the Township needed to improve and update its financial information system.

What They Did:

- The Township installed a REXON (RX 200) computer with software that includes: taxation, general ledger, water billing, payroll, accounts payable, budget and word processing.
- BACPAC is being incorporated with the system.

Who Did It?

- DSM Systems

Results:

- Up-to-date and accurate financial information is available for council, staff and the public.
- Cash flow has improved.
- The overall financial management of the Township is improved.
- The Police Village of Embrun is also included.

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 34,000	$ 34,700
. Software:	28,500	28,500
. Other:	2,000	2,000
. Total	$ 64,500	$ 65,200

Municipal Action '85 Contribution:

- $10,000

Cost Savings:

- Savings of $14,000 per annum in service bureau costs. There will be additional savings through improved cash flow and not having to hire additional staff.

Contact:

Mr. G.B. Belisle
Treasurer
Township of Russell
Box 570, 668 Notre Dame Street
Embrun, Ontario
KOA IWO
Telephone: (613) 443-3066

File No. 303150

TOWNSHIP OF SANDWICH SOUTH

Population: 4,934

Financial Information System

Background:

- The Township's manual financial information system was time consuming and frustrating for staff.
- Tax notices were prepared by an outside service.
- The Township needed to automate its financial procedures.

What They Did:

- The Township installed an MAI Basic Four System Model 805 with software that includes: taxation, accounts payable and receivable, general ledger, inventory control, job costing, payroll and drainage.
- The County of Essex supplied the software.

Who Did It?

- MAI Canada and Richter and Associates.

Results:

- Up-to-date and accurate financial information is readily available for council, staff and the public.
- Cash flow and cash management have improved.
- Staff time is freed to perform other duties.

Costs:

. Hardware:	$ 27,630	$ 46,235
. Training/ Implementation:	10,000	10,158
. Other:	3,000	3,000
. Total	$ 40,630	$ 59,393

Municipal Action '85 Contribution:

- $8,500

Cost Savings:

- Savings of $3,000 per annum through eliminated service bureau charges. Other savings through reduced man hours and improved cashflow are expected.

Contact:

Ms. Ida Gee
Treasurer
Township of Sandwich South
P.O. Box 3455
Old Castle Post Office
Old Castle, Ontario
N0R 1C0
Telephone: (519) 737-6971

File No. 310072

CITY OF SARNIA

Population: 50,233

Parks Maintenance Management System

Background:

- The City's parks maintenance management system was manual and led to delays in preparing reports and having up-to-date information available.
- They needed to automate their system.

What They Did:

- The City hired consultants to design a computerized parks maintenance management program to run off the City's IBM system 38 mini-computer.
- Equipment reports include: hours of usage, maintenance costs and depreciation costs, rental income, etc.
- A payroll program and general ledger report were also developed.

Who Did It?

- Temporary staff were hired to undertake the assignment.

Results:

- The consultant also developed an election results program whereby poll results were telephoned into City Hall and entered directly into the computer. This allowed for immediate accumulated totals and provided the information for statutory requirements.
- The parks maintenance management system has resulted in time savings and reporting is much easier.

Costs:

	ESTIMATED	ACTUAL
. Consultants/software:	$ 20,000	$ 23,085
. Training:	3,000	1,157
. Total	$ 23,000	$ 24,242

Municipal Action '85 Contribution:

- $11,500

Cost Savings:

- The parks maintenance management system is expected to bring in significant savings after it has been in operation for a longer period. The election program resulted in a $5,000 saving due to the reduced cost of outside services.

Contact:

Mr F.R. Gowman
Director of Treasury Services
City of Sarnia
City Hall
Sarnia, Ontario
N7T 7N2
Telephone: (519) 332-0330

File No. 405037

CITIES OF SARNIA AND CHATHAM

Population:
Sarnia 50,233
Chatham 40,454

Joint Financial Management Information System

Background:

- Chatham used a Service Bureau for tax billing and their accounts were ineffective. Sarnia used an effective on-line service bureau, but wanted all systems in-house.
- Sarnia's existing computer systems were out-dated, slow and inefficient; Chatham had none.
- Major applications, such as financial accounting, could no longer meet each City's requirements.

What They Did:

- Consultants were hired to conduct a feasibility study of establishing a joint service proposal for data and word processing needs between Sarnia and Chatham.
- The consultant's concluded the purchase of joint hardware was not feasible, however, joint software development was.
- Each city purchased their own IBM hardware: Chatham a System 36 and Sarnia a System 38.
- The software includes: taxation, general ledger, accounts payable/receivable, maintenance management, payroll and personnel.

Who Did It?

- Thorne, Stevenson and Kellogg, management consultants conducted the feasibility study and Norwat Computer Systems developed the software for both cities.

Results:

- A more efficient, up-to-date and cost effective system has resulted.

Costs:

Joint Costs:	ESTIMATED	ACTUAL
Hardware:	$350,400	$350,400
Systems Software:	51,000	51,000
Application Software:	123,500	138,230
Staff:	80,000	80,000
Total	$604,900	$619,630

Municipal Action '85 Contribution:

- Sarnia: $58,455 ($20,000 for feasibility study)
Chatham: $29,000

Cost Savings:

- Minimum cost savings of $20,000 per annum are expected.

Contacts:

Mr. Ron Brooks
Commissioner of Finance
City of Sarnia
Box 3018
255 N. Christina Street
Sarnia, Ontario
N7T 7N2
Telephone: (519) 332-0330

and

Mr. William J. Day
Deputy Treasurer
City of Chatham
P.O. Box 640
Civic Centre
315 King Street West
Chatham, Ontario
N7M 5K8
Telephone: (519) 352-4500

File No. 307041

CITY OF SCARBOROUGH

Population: 435,980

Preventative Maintenance for Storm Water and Sewage Pumping Stations

Background:

- The City's method of reacting to maintenance problems was no longer considered acceptable.
- Equipment rotation was not effective enough. If pumps failed, major and costly maintenance was required.
- The City needed a Preventative Maintenance Program for Storm Water and Sewage Pumping Stations.

What They Did:

- A specialist was hired to establish maintenance schedules to extend equipment life and to reduce costs.
- This included proper lubrication and overhauls; the determination of causes of recurring breakdowns, equipment evaluation and inventory control.

Who Did It?

- Simcoe Engineering Ltd.

Results

- Operating costs will be reduced 3-5%.
- Early detection of problems results in minor repairs as opposed to major ones: tackle the problems before they occur, rather than after.
- Eliminates potential health hazards that could occur if pumps break down.
- More effective operation of equipment has resulted.

Completion Date:

- March 31st, 1984

Costs:

	ESTIMATED	ACTUAL
. Consultants:	$ 6,200	$ 6,199

Municipal Action '85 Contribution:

- $3,100

Cost Savings:

- The costs of the project and its continuation would be less than one major pumping station failure. Reduction in routine maintenance is expected at approximately $5,000 to $10,000 per annum.

Contact:

Mr. R.T. Quinn
Director of Waste Water Management
City of Scarborough
150 Borough Drive
Scarborough, Ontario
M1P 4N7
Telephone: (416) 296-7146

File No. 303099

TOWNSHIP OF SCHREIBER

Population: 1,875

Financial Information System

Background:

- The Township's manual accounting system was time consuming and frustrating for staff.
- Tax billing was done by a service bureau and led to delays in obtaining information.
- The Township needed to improve its financial information system.

What They Did:

- The Township installed an MA1 Basic Model Four computer system with software in three phrases:
  - Phase I: general ledger, taxation, payroll, accounts payable/receivable, maintenance management and water billing.
  - Phase II: Hydro billing, financial report generator, parking ticket control and election control.
  - Phase III: Parks and Recreation scheduling and word processing.

Who Did It?

- Richter and Associates

Results:

- Up-to-date and accurate financial information is readily available.
- Budget control and cash flow have improved.
- The Township provides computer services to the Hydro Commission.

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 27,070	$ 31,770
. Software	46,000	38,000
. Total	$ 73,073	$ 69,770

Municipal Action '85 Contribution:

- $22,950

Cost Savings:

- Savings of $22,000 per annum are expected through not hiring additional staff and improved cash flow.

Contact:

Mr. A. J. Gauthier
Clerk-Treasurer
Township of Schreiber
Box 40
302 Scotia Street
Schreiber, Ontario
P0T 2S0
Telephone: (807) 824-2711

File No. 303166

TOWNSHIP OF SCUGOG

Population: 14,645

Financial Management System

Background:

- The Township's financial operations were a combination of manual functions, service bureau processing and an antiquated posting machine.
- Time lags led to outdated information and heavy workloads for staff.
- The Township needed to co-ordinate and automate their financial information system.

What They Did:

- The Township installed an MAI Basic Four 2000 Computer System with software that includes: taxation, accounts receivable, general ledger, budget, accounts payable, payroll, and drainage.

Who Did It?

- MAI Canada and Richter and Associates.

Results:

- Timely reports are available for council and staff.
- Information is readily available for requests made by rate payers.
- Cash flow and budget control have improved.
- Staff time is freed to perform other duties.

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 53,928	$ 63,324
. Software/Consultants:	33,450	33,450
. Total	$ 87,378	$ 96,774

Municipal Action '85 Contribution:

- $16,725

Cost Savings:

- Savings of $6,600 through eliminated service bureau costs; $5,500 through improved staff time; $1,500 through interest savings and $3,000 through arrears savings.

Contact:

Ms. Kathleen Harper
Treasurer
Township of Scugog
181 Perry Street
P.O. Box 209
Port Perry, Ontario
L0B 1N0
Telephone: (416) 985-7346

File No. 405041

TOWNSHIP OF SOMERVILLE

Population: 1,679

Financial Information System

Background:

- The Township's manual financial system was time-consuming for staff and led to outdated information.
- They needed to automate their financial procedures.

What They Did:

- The Township installed a Data General (10SP) computer system with software that includes: general ledger, chart of accounts, budget, accounts and financial reports.
- BACPAC is being incorporated with the system.

Who Did It?

- The County of Victoria supplied the software and temporary staff assisted with implementation.

Results:

- Up-to-date and accurate financial information is available to council, staff and the public.
- Careful monitoring of financial operations results in a more economical and efficient operation.

Costs:

	ESTIMATED	ACTUAL
. Software:	$ 16,395	$ 8,254
. Support:	3,827	2,430
. Total	$ 20,222	$ 10,684

Municipal Action '85 Contribution:

- $5,000

Cost Savings:

- Proponent cannot quantify cost savings at present, however, savings through improved cash flow are expected.

Contact:

Mr. Michael J. McBride
Clerk-Treasurer
Township of Somerville
P.O. Box 59
Kinmount, Ontario
K0M 2A0
Telephone: (705) 488-2571

File No. 405022

TOWN OF SOUTHAMPTON

Population: 2,732

Joint Financial
Information System

Background:

- The Town's manual financial system was cumbersome and time consuming for staff.
- Tax billings were processed by an outside service bureau.
- In 1984, the Town of Southampton, Village of Paisley, Township of Bruce and Town of Port Elgin conducted a review of their information systems. The four municipalities implemented similar computer systems and are able to provide each other with systems back-up and training support.

What They Did:

- The Town installed an IBM PC-AT computer system with software that includes: general ledger, accounts payable, accounts receivable, taxation, budget forecasting, payroll, word processing and spreadsheet.

Who Did It?

- Wardcomp Ltd.

Results:

- Clerical workload has been reduced.
- Budget control and cash management have improved.
- Up-to-date and accurate financial information is readily available.

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 16,361	$ 25,056
. Software:	16,046	17,243
. Training:	4,000	875
. Other:	2,000	3,125
. Total	$ 38,407	$ 46,299

Municipal Action '85 Contribution:

- $9,948

Cost Savings:

- Savings of $12,900 per annum are expected through eliminated service bureau costs ($9,400) and reduction of part time staff position ($3,500).

Contact:

Mrs. Marion Eby
Treasurer-Tax Collector
Town of Southampton
Box 340
201 High Street
Southampton, Ontario
N0H 2L0
Telephone: (519) 797-2015

File No. 303141

TOWNSHIP OF SOUTH FREDERICKSBURGH

Population: 1,012

Financial Information System

Background:

- The Township's manual financial system was cumbersome and time consuming for staff.
- Time lags led to outdated information.
- They needed to automate their financial procedures.

What They Did:

- The Township installed an IBM PC based financial system with software that includes accounts payable, general ledger, payroll, taxation and word processing.

Who Did It?

- GMT Research and Consulting Ltd., and Computer Solutions Marketing.

Results:

- Comprehensive and up-to-date monthly reports for financial management and decision-making are available.
- Budget control and cash flow have improved.

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 5,500	$ 5,500
. Software:	7,135	7,135
. Total	$ 12,635	$ 12,635

Municipal Action '85 Contribution:

- $3,525

Cost Savings:

- Proponent cannot quantify cost savings at present, however, savings are expected through improved efficiency and cash flow.

Contact:

Ms. Sandra E. Huggins
Clerk-Treasurer
Township of South Fredericksburgh
R.R. 2
Napanee, Ontario
K7R 3K7
Telephone: (613) 354-2420

File No. 304003

CITY OF STONEY CREEK

Population: 40,000

Management Information System

Background:

- Limited access and functions of the existing computer system led to untimely and out-of-date information for staff.
- Growth of the City led to an overloaded system.
- The manual operation of management information resulted in heavy workloads for staff.

What They Did:

- The City expanded its management information system by installing a DPS6 computer and software packages that include: general ledger/accounting/budget, accounts payable, accounts receivable, tax billing/collection, perpetual inventory, unit cost control/maintenance management system and word processing.

Who Did It?

- Honeywell Ltd. and temporary staff..

Results:

- The integrated system provides immediate and up-to-date financial and management information for Council and Departments.
- A more efficient and accurate system has resulted.
- Staff are better equipped to handle increased workloads.

Costs:

	ESTIMATED		ACTUAL
. Hardware:	$300,000		$473,000
. Software:	90,000		50,100
. Other:	20,000		38,100
. Total:	$410,000	. Training:	26,700
		. Total	$587,900

Municipal Action '85 Contribution:

- $50,000

Cost Savings:

- Minimum cost savings are estimated at $35,000 per annum.

Contacts:

Mr. M. Trojan
Treasurer
City of Stoney Creek
777 Highway 8
Box 9940
Stoney Creek, Ontario
L8G 4N9
Telephone: (416) 643-1261

File No. 303167

UNITED COUNTIES OF STORMONT, DUNDAS AND GLENGARRY

Population: 55,530

Financial Information System

Background:

- The counties' financial system was a combination of manual procedures and antiquated posting machines.
- It was a time consuming system which led to outdated information and heavy workloads for staff.
- They needed to automate their financial operations.

What They Did:

- The Counties installed a computer system with integrated software for accounts payable, accounts receivable, general ledger, and payroll.
- The Departments involved are the general office, highways, social services and Home for the Aged.

Who Did It?

- DSM Systems Ltd.

Results:

- Budget control and cash flow have improved.
- Up-to-date and accurate financial information is readily available for management reporting and decision-making.
- A more efficient organization has resulted.

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 20,000	$ 21,400
. Software:	20,000	20,000
. Consultants:	20,800	22,910
. Total	$ 60,800	$ 64,310

Municipal Action '85 Contribution:

- $20,400

Cost Savings:

- Savings of approximately $36,000 per annum in not hiring additional staff.

Contact:

Mr. R.J. Lapointe
Administrator and Clerk-Treasurer
United Counties of Stormont, Dundas,
and Glengarry
20 Pitt Street
Cornwall, Ontario
K6J 3P2
Telephone: (613) 932-4302

File No. 301004

CITY OF SUDBURY

Population: 91,388

Comprehensive Audit of Municipal Transit Operations

Background:

- The lack of an overall management planning process for Sudbury Transit resulted in an increase of service levels (ie. fleet size), while at the same time employment, population and ridership decreased.
- The City needed to evaluate its decision-making process and see how policy considerations (ie. bus routes, time schedules and transit fare structures) could be improved.

What They Did:

- The City hired consultants to conduct a "comprehensive audit" of transit operations.
- They reviewed the following areas:
  - objectives and service levels for Sudbury Transit
  - management information systems used for evaluating transit activities and for reporting to Council
  - long range operating and capital planning processes
  - current initiatives and developments in measurement of performance of transit systems.
- Based on their review, the consultants made recommendations as to how the City could improve its procedures.

Who Did It?

- Thorne Riddell, Chartered Accountants

Results:

- Council has accepted and approved substantial policy changes affecting the level of service of the transit operation.
- A Director of Transportation has been appointed who is responsible for implementing the recommendations of the study.

Completion Date:

- February 8th, 1983

Costs:

	ESTIMATED	ACTUAL
Consultants:	$36,000	$36,000

Municipal Action Contribution:

- $18,000

Cost Savings:

- Not quantifiable in the short term. However, improvement in service delivery and decision-making will result in cost savings.

Contact:

Mr. Gary Polano
Commissioner of Finance and Administration
City of Sudbury
P.O. Box 1000
200 Rue Brady Street
Sudbury, Ontario
P3E 4S5
Telephone: (705) 674-3141

File No: 405032

CITY OF SUDBURY

Population: (Region: 157,856)

Joint Financial
Management System

Background:

- The City and the Region co-ordinate a Local Government Information Service (LOGIS) which provides software development and maintenance services to other users: the Roman Catholic Separate School Board and three area municipalities (Rayside Balfour, Valley East and Nickel Centre).
- Software and storage limitations of the existing computer system led them to examine alternative strategies for computer expansion.

What They Did:

- The City and the Region added terminals and increased the capacity of their computer system. They designed new software using "P.R.I.D.E." methodology.
- Software was developed for a Financial Management Database including general ledger, purchasing, accounts payable/receivable, budget, ad hoc inquiries and office automation.

Who Did It?

- Temporary staff combined with an in-house project team.

Results:

- Financial control and cash management have improved.
- Reliability of information has improved which results in better decision-making.
- The speed and accuracy of the system is much greater.

Cost:

	ESTIMATED	ACTUAL
Equipment (terminals):	$ 22,000	$ 22,000
Software:	40,000	40,000
Consultants:	100,000	65,000
Other:	4,400	4,400
Total:	$ 166,400	$ 131,400

Municipal Action '85 Contribution:

- $50,000

Cost Savings:

- Savings of $200,000 per annum through improved cash flow and management are expected after the system has been fully operational for a period of time.

Contact:

Mr. Robert J. Boucher
Director of Information Services
City of Sudbury
P.O. Box 1000
200 Bradly Street
Sudbury, Ontario
P3E 4S5
Telephone: (705) 674-3141

File No: 405033

CITY OF SUDBURY

Population: (Region: 157,856)

Joint Human Resources
Management System

Background:

- The City and the Region co-ordinate a Local Government Information Service (LOGIS) which provides software development and maintenance services to other users: the Roman Catholic Separate School Board and three area municipalities (Rayside Balfour, Valley East and Nickel Centre).
- Software and storage limitations of the existing computer system led them to examine alternative strategies for computer expansion.

What They Did:

- The City and the Region added terminals and increased the capacity of their computer system. They designed new software using "P.R.I.D.E." methodology.
- Software was developed for a Human Resource Management system including payroll and personnel and is integrated with the financial management system.

Who Did It?

- Temporary staff combined with an in-house project team.

Results:

- The system includes scheduling of shifts, including split shifts for transit and variations in the police and fire department. This ensures that overtime is assigned fairly and at a minimum cost to the municipality.
- Accurate personnel information readily available.

Cost:

	ESTIMATED	ACTUAL
. Equipment (terminals):	$ 26,000	$ 26,000
. Software:	40,000	40,000
. Consultants:	120,000	85,000
. Other:	6,600	6,600
. Total:	$ 192,600	$ 157,600

Municipal Action '85 Contribution:

- $50,000

Cost Savings:

- Savings of $100,000 per annum through reduced overtime and absenteeism are expected after the system has been fully operational for a period of time.

Contact:

Mr. Robert J. Boucher
Director of Information Services
City of Sudbury
P.O. Box 1000
200 Bradly Street
Sudbury, Ontario
P3E 4S5
Telephone: (705) 674-3141

File No. 303052

TOWNSHIP OF TAY

Population: 6,111

Financial Information System

Background:

- The Township's previous micro-computer system was outdated and led to an increase in the manual workload and frustration for staff.
- Their financial system was cumbersome, expensive and resulted in duplication of procedures.
- The Township needed to improve their financial information system.

What They Did:

- The Township automated and upgraded their financial information system by implementing a REXON (RX200) mini-computer with software packages that include:
  - tax billing/receivables
  - accounts payable
  - payroll/personnel
  - water billings and receivables
  - roads department accounting
  - word processing
- BACPAC is being incorporated with the system.

Who Did It?

- Management Solutions Inc. (M.S.I.)

Results:

- Repetitive clerical and accounting efforts have been eliminated, and additional staff are not required.
- Better cash flow and budget control has resulted.
- More timely and meaningful reports are available to council, staff and the public.

Costs:

	ESTIMATED		ACTUAL
. Hardware:	$ 27,802		$ 55,495
. Software/training:	34,950		30,950
. Total	$ 62,752	. Other:	13,957
		. Total	$100,402

Municipal Action '85 Contribution:

- $16,475

Cost Savings:

- Cost savings of $30,000 per annum are expected.

Contact:

Mrs. Gladys Smith
Treasurer
Township of Tay
P.O. Box 100
Victoria Harbour, Ontario
L0K 2A0
Telephone: (705) 534-7248

File No. 303160

TOWN OF TECUMSEH

Population: 6,391

Financial Information System

Background:

- The Town's financial information system was a combination of manual procedures and processing by external services.
- This led to time lags in receiving information and heavy workloads for staff.
- They needed to automate and centralize their financial procedures.

What They Did:

- The Town installed a MAI Basic Model Four System S210 computer system with software that includes: taxation, accounts receivable, accounts payable, payroll, equipment and inventory control, drainage and word processing.
- The County of Essex supplied the software.

Who Did It?

- MAI Canada and Richter and Associates.

Results:

- Up-to-date and accurate financial information is available for council, staff and the public.
- Cash flow and budget control have improved.
- Clerical workload is reduced which frees staff to perform other duties.

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 53,546	$ 53,546
. Training/ Implementation:	18,000	19,733
. Total	$ 71,546	$ 73,279

Municipal Action '85 Contribution:

- $9,000

Cost Savings:

- Savings of $14,000 per annum through elimination of service bureau charges and cash flow improvement.

Contact:

Mr. L.A. Lessard
Clerk-Treasurer Administrator
Town of Tecumseh
917 Lesperance Road
Tecumseh, Ontario
N8N 1W9
Telephone: (519) 735-2184

File No. 303083

TOWN OF THESSALON

Population: 1,575

Financial Information System

Background:

- The Town's manual financial system was outdated, time-consuming and cumbersome for staff.
- The Town needed to upgrade and automate its operations.

What They Did:

- The Town installed an IBM Personal Computer with software that includes: general ledger, taxation, accounts payable, utility billing and word processing.
- BACPAC is being incorporated with the system.

Who Did It?

- Clarkson Gordon, Consultants.

Results:

- A tax billing service is provided for five unorganized Townships in the area.
- Water and sewer billings and hydro billings are integrated.
- Cash flow and budget control have improved.
- The overall financial management of the municipality has improved.

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 11,839	$ 11,244
. Software:	41,400	32,185
. Total	$ 53,239	$ 43,429

Municipal Action '85 Contribution:

- $18,950

Cost Savings:

- Annual savings of $18,500 are expected through personnel costs and better cash flow.

Contact:

Mr. Robert Maclean
Deputy Clerk-Treasurer
Town of Thessalon
P.O. Box 220
169 Main Street
Thessalon, Ontario
POR ILO
Telephone: (705) 842-2217

File No. 303152

TOWNSHIP OF TILBURY WEST

Population: 1,585

Financial Information System

Background:

- The Township's manual accounting operations were time consuming for staff and led to outdated information.
- They needed to automate their financial information system.

What They Did:

- The Township installed an MAI Basic Model Four System 805 computer with software that includes: general ledger, taxation, payroll, budget, accounts payable, roads and drainage.
- The County of Essex supplied the software.

Who Did It?

- MAI Canada and Richter and Assoicates.

Results:

- Cash flow and cash management has improved.
- Financial information is readily available for reporting purposes.
- Clerical workload has been reduced and thereby staff are free to perform other duties.

Projected Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 18,600	$ 31,047
. Training:	4,000	10,862
. File Conversion:	3,000	3,000
. Total:	$ 25,600	$ 44,909

Municipal Action '85 Contribution:

- $3,500

Cost Savings:

- Savings of $4,000 per annum are expected through reduced part-time staff costs and service bureau costs. Additional savings through improved cash flow are expected.

Contact:

Mr. D.H. McMillan
Clerk-Treasurer
Township of Tilbury West
P.O. Box 158
1952 Main Street
Comber, Ontario
N0P 1J0
Telephone: (519) 687-2240

File No. 307043

TOWNSHIP OF TINY

Population: 6,818

Financial Information System

Background:

- Batch mode operations of the financial information system were not functioning adequately.
- Their Service Bureau method was outdated, cumbersome and time consuming.
- Time lags in tax collection and financial reporting led to constant problems with accuracy in record keeping.

What They Did:

- The Township computerized its operations by implementing an in-house Accounting/Financial management system.
- They installed a REXON 400 mini-computer with software packages that include: general ledger, budget, payroll, tax collection and accounts payable.

Who Did It?

- Management Solutions Inc. (M.S.I.)

Results:

- The in-house system provides more comprehensive and timely monthly reporting to Council.
- Budgetary control has improved.
- Service to the public has improved.
- It has lessened problems and frustrations caused by delayed processing of information.
- Records and information are readily available and more up-to-date.

Costs:

	ESTIMATED		ACTUAL
. Hardware:	$ 39,766		$ 62,363
. Software:	25,200		38,295
. Other:	10,350		31,944
. Total	$ 75,316	. Training:	2,974
		. Total	$141,446

Municipal Action '85 Contribution:

- $14,225

Cost Savings:

- Annual savings of $35,000 are expected through eliminated service bureau costs.

Contact:

Mrs. Susan Gignac
Treasurer
Township of Tiny
Perkinsfield, Ontario
LOL 2J0
Telephone: (705) 526-4204

File No. 304019

CITY OF TORONTO

Population: 630,487

Collection and Dissemination of
Property Related Information

Background:

- The Department of Buildings and Inspections receives a large number of enquiries each day for property related information.
- To respond to these inquiries clerical staff had to scan two different computer systems. In some cases, a significant amount of manual research was needed.
- This resulted in problems such as: delayed response time, cost increases, frustrated staff and a cumbersome and time consuming system.

What They Did:

- The City hired consultants to review existing procedures and make recommendations for improvement.
- They developed and implemented a menu driven system which generates current and proposed zoning designations for properties, indicates the existence of Committee of Adjustment files and lists active permit and inspection files. A further enhancement to be implemented will be the reporting of outstanding defects remaining against a property.
- Staff initiate reports by keying in a subject address and client information and reports are printed overnight. More extensive research can be done if, for instance, multiple relationships exist between the property address and other addresses.

Who Did It?

- Temporary staff were hired to undertake the assignment.

Results:

- The system provides rapid, accurate and complete responses to requests for information.
- Service to the public has improved.
- The staff is better equipped to handle increased volumes of requests and complaints.
- Reliability and consistency are improved.

Costs:

	ESTIMATED	ACTUAL
. Temporary Staff:	$ 38,000	$ 39,200

Municipal Action '85 Contribution:

- $19,000

Cost Savings:

- Savings of $40,000 per annum are expected by 1987 through staff relocation.

savings:

Contact:

Mr. Richard Bishop
Manager, Records and Information
Department of Building and Inspections
City of Toronto
City Hall
100 Queen Street West
Toronto, Ontario
M5H 2N2
Telephone: (416) 392-7590

File No. 307019

CITY OF TORONTO

Population: 630,487

Computer Assisted Charge-Out System

Background:

- The City needed to maintain better control of the manual handling of record request forms and of the physical transfer and handling of records.
- The records management activities of the City needed to be improved.

What They Did:

- The City hired a consultant to design an effective system of records control, including information access and security.
- The project constituted six stages:
  1. Documentation of existing procedures.
  2. Procedural analysis.
  3. The design of an automated computer system to record daily transactions.
  4. Testing and documentation.
  5. Revision and documentation of new procedures for the physical handling of records.
  6. Implementation of manual and automated system.

Who Did It?

- Temporary staff were hired to undertake the assignment.

Results:

- Through the use of a computer, staff have access to more accurate information. This results in improved control and management of municipal records.
- The system cuts down on record losses by knowing exactly where the records can be located.
- Accountability and control are ensured.
- It provides statistics which are necessary for improvements to Records Management programs.

Costs:

	ESTIMATED	ACTUAL
. Temporary Staff:	$ 15,264	$ 16,058

Municipal Action '85 Contribution:

- $7,632

Cost Savings:

- Savings of $7,500 per annum are expected.

Contact:

Mr. Robert A. Halifax
Director of Records and
City Archivist
City of Toronto
City Hall
100 Queen Street West
Toronto, Ontario
M5H 2N2
Telephone: (416) 392-7042

File No. 307021

CITY OF TORONTO

Population: 630,487

Computer Graphics System

Background:

- The manual graphic procedures used by the City of Toronto were efficient but had functional limitations.
- Continual advances in graphic technology provided a method of improving the management of municipal graphic information.

What They Did:

- A City of Toronto Graphics Committee was established to investigate the feasibility of computer graphics as it relates to the City's civic administration.
- The Committee designed a graphics system capable of supporting all existing data systems as well as providing a computerized drafting capability.
- They implemented a comprehensive and flexible work system consisting of turn key graphics systems integrated with functions such as a Data Base Management System and Graphic Editing Packages.
- They automated the mapping functions and transferred them to the mainframe for storage and retrieval (i.e., property data maps).

Who Did It?

- The project was managed in-house and temporary staff was hired to undertake the assignment.

Results:

- Total implementation will require 3 to 5 years.
- The system provides necessary up-dates and a more efficient retrieval of information. This is especially important for the Public Works Department.
- The storage and retrieval of data from a centralized data bank eliminates duplication.
- Productivity is expected to increase with resulting cost savings.
- The City will have a central mapping and information storage and exchange system for users in the entire municipality.

Completion Date:

- December 31st, 1983

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$100,000	$100,000
. Software:	85,000	32,776
. Consultants:	76,000	71,320
. Other:	15,000	15,500
. Total	$276,000	$219,596

Municipal Action '85 Contribution:

- $50,000

Cost Savings:

- Savings are expected at $1,500,000 annually.

Contact:

Mr. Russ Watson
Program Leader
Management Services Department
City of Toronto
City Hall
100 Queen Street West
Toronto, Ontario
M5H 2N2
Telephone: (416) 947-7077

File No. 307053

CITY OF TORONTO

Population: 630,487

Personal Computers for Text Processing

Background:

- Reliance on the central computer for text processing was not adequate.
- When the main system was down, all word processing and related works came to a standstill.
- This caused frustration and uncertainty as serious dislocations in work patterns and delivery of services occurred.

What They Did:

- The City installed personal micro-computers at work stations which eliminate total reliance on the main computer system for text processing.
- The major components of the text processing system are formatting, editing, printing, document handling and storage.
- Documents are prepared on micro-computers and then transferred to the host unit.

Who Did It?

- Arrix Logic Systems Inc. and temporary staff.

Results:

- The personal computer system eliminates the periodic complete shut-down time of approximately 10 hours per month.
- Direct uploading and downloading of documents from the PCs to the mainframe is possible.
- Staff costs (ie. overtime) are reduced.

Projected Costs:

	ESTIMATED	ACTUAL
. Consultants:	60,000	$ 60,000
. Other:		5,000
. Total	$ 60,000	$ 65,000

Municipal Action '85 Contribution:

- $20,000

Cost Savings:.

- Annual savings of $270,000 are expected through improved efficiency and effectiveness

Contact:

Mr. John Fruhwirth
Manager, Systems Development
Computer Services Division
Management Services Department
City of Toronto
City Hall
100 Queen Street West
Toronto, Ontario
M5H 2N2
Telephone: (416) 392-7715

File No. 308017

CITY OF TORONTO

Population: 630,487

Computer-based Workers' Compensation and Accident Monitoring System

Background:

- The previous administration of Workers' Compensation Administration had many manual operations carried out in a number of departments.
- This required considerable clerical time; prohibited the analysis of data needed for claims management and accident prevention; hindered efforts to help workers return to work earlier; and stifled thorough monitoring of an expense of five million dollars (1985).

What They Did:

- The City rationalized their procedures for W.C.B. administration and safety information analyses.
- They then designed and implemented a computerized system that provided:
  - more and better accident information. Additional information was collected about each incident and foremen/women were made responsible for completing the form and trained to analyze an accident.
  - computerized data processing to: check information for accuracy and completeness; ensure that the W.C.B.'s calculations are correct; calculate numerous variables; store all data for easy retrieval; and provide audit trials.
  - data enquiry that provides users with: standard reports on demand; the ability to access all available information to produce: reports, tables, plots and a variety of statistics and statistical tests. Also, users may add additional information to the system, as they wish, and apply the enquiry and analysis features.

Who Did It?

- Temporary staff and consultants were hired for programming, data entry and to identify user needs. Project management and design was provided by the City.

Results:

- The City has increased its ability to manage accidents and claims by being able to easily and quickly identify problems and evaluate solutions.
- Clerical time has been reduced.
- Faster identification of financial errors and less time to correct them has resulted.

Costs:

	ESTIMATED	ACTUAL
Consultants/software:	$ 67,000	$ 67,157

Municipal Action '85 Contribution:

- $33,500

Cost Savings:

- $40,000 per annum due to rationalizing all aspects of the administration and computerizing many procedures. The system will help reduce accidents. For each one percent accident costs are reduced for five years, the City will save about $1 million.

Contact:

Mr. Don Siddall
Management Consultant
Management Services Department
City of Toronto
City Hall
100 Queen Street West
Toronto, Ontario
M5H 2N2
Telephone: (416) 392-7431

File No. 310023

CITY OF TORONTO

Population: 630,487

Daily Labour Distribution System

Background:

- The City had difficulty distributing labour costs to individual projects for the purpose of cost control.
- Although access to budget and other expense information was available, labour costs were only distributed bi-weekly after the payroll system had calculated salaries and/or wages. As a result, information was out-of-date.

What They Did:

- The City hired consultants to develop a comprehensive labour distribution system.
- They reviewed the current system and designed a new system.
- An on-line system connected to remote terminals was installed and a separate standard cost accounting procedure was established.

Who Did It?

- Ben Cramer Consultants Inc.

Results:

- The system distributes labour costs on a daily basis, at standard rates, to all projects, and summarizes attendance data for the bi-weekly payroll system.
- The daily recording of labour data provides better information for reports, project and budget control, and prevents cost overruns.
- It has eliminated key-punching and has reduced the payroll processing costs.
- Turnaround time of payroll processing is reduced.
- It speeds up the billing process for work done for individuals or other institutions and as a result increases the cash flow and reduce collection costs.
- The implementation of a direct deposit payment system eliminates pre-printed cheque forms and bank reconciliation.

Completion Date:

- March 31st, 1985

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 45,000	$ 60,000
. Consultants:	145,000	67,816
. Total	$190,000	
. Internal Programming:		169,579
. Total		$297,395

Municipal Action '85 Contribution:

- $31,975

Cost Savings:.

- Savings of $55,000 per annum are expected through the reduction of two keypunchers.

Contact:

Mr. Peter Van Loon
Director of Accounting
Finance Department
City of Toronto
City Hall, 100 Queen Street West
6th Floor, West Tower
Toronto, Ontario
M5H 2N2
Telephone: (416) 947-7071

File No. 310025

METROPOLITAN TORONTO

Population: 2,143,493

Indexing of Retrospective Legislative
Material Collection

Background:

- Legislative materials lacked a central organized facility and a means of subject access.
- As a result, departments were required to search each volume of Council Minutes in order to retrieve reports pertinent to their particular operations.

What They Did:

- They designed an on-line menu driven database of indexes to the bound Council Minutes 1953 to 1983.
- Over 175,000 records were converted to machine readable form.
- They designed a system for ongoing input of data.

Who Did It?

- Infomart, computer facilities management and temporary staff.

Results:

- The indexing system allows fast and efficient retrieval of information.
- Using simple commands one can locate, manipulate and display the required information.
- All Departments will be trained on the system.

Costs:

	ESTIMATED		ACTUAL
. Consultants:	$120,000		$ 14,100
. Indexing:	98,800		22,000
. Other:	24,000		12,000
. Total	$242,800	. Training:	4,000
		. Total	$ 52,100

Municipal Action '85 Contribution:

- $20,000

Cost Savings:

- Not quantifiable in the short-term. However, it will result in more effective and efficient use of staff resources in the search, retrieval and management of metropolitan information.

Contact:

Ms. Pamela J. Smith
Senior Information Consultant
Department of Management Services
Municipality of Metropolitan Toronto
27th Floor, The Simpson Tower
401 Bay Street
Toronto, Ontario
M5H 2Y4
Telephone: (416) 392-8638

File No. 310026

METROPOLITAN TORONTO

Population: 2,143,493

Automated Information Retrieval System

Background:

- Metropolitan Toronto did not have a formal information management program.
- Each department maintained and organized material that was pertinent to their own particular needs. This resulted in scattered and unorganized information.
- The manual methods of recording Library/Information Centre materials was time consuming and costly.
- Metro needed to establish centralized access to legislative information resources and to improve their storage and retrieval methods.

What They Did:

- Using a data management system called BASIS they created a database called DOCUMET that automates the cataloguing/indexing and retrieval functions involved in documentation of library resources.
- It provides an "on-line" service that is designed to handle multiple document types, i.e. published texts, periodicals, maps, internal reports, etc.
- A wide variety of applications are incorporated, such as library management, serial control, data base thesaurus, etc.
- It also produces acquisition lists, order forms, publication lists, etc.

Who Did It?

- Infomart, computer facilities management and temporary staff.

Results:

- The system provides a service-bureau type service to all Metro departments for access to library information.
- It can be updated frequently and is flexible to accommodate continuing growth and development.
- The system provides a simple mechanism for recording, organizing and manipulating legislative material.

Costs:

	ESTIMATED	ACTUAL
. Consultants/software:	$ 38,100	$ 21,988
. Indexing:	41,485	4,300
. Other:	4,800	
. Total	$ 84,385	$ 26,288

Municipal Action '85 Contribution:

- $13,144

Cost Savings:

- Staff time is reduced with the faster and more efficient retrieval system.

Contact:

Ms. Pamela J. Smith
Senior Information Consultant
Department of Management Services
Municipality of Metropolitan Toronto
27th Floor, The Simpson Tower
401 Bay Street
Toronto, Ontario
M5H 2Y4
Telephone: (416) 392-8638

File No. 303086

TOWNSHIP OF TOSORONTIO

Population: 3,158

Financial Information System

Background:

- The Township's manual accounting system was cumbersome and time consuming for staff.
- Tax billing was prepared by an outside service bureau.
- The Township needed to improve its financial information system.

What They Did:

- The Township installed an IBM personal computer with software that includes:
  - general ledger, accounts payable/receivable, payroll, word processing and spreadsheet.
- BACPAC is being incorporated with the system.

Who Did It?

- Ward Mallette assisted the Township in determining requirements and ACCPAC supplied the software.

Results:

- Up-to-date and accurate financial information is available to council, staff and the public.
- Budget control and cash flow have been improved.

Costs:

	ESTIMATED		ACTUAL
Hardware:	$ 12,000		$ 9,400
Software:	4,000		3,816
Consultants:	5,000		2,470
Other:	1,000	Total	$ 15,686
Total	$ 22,000		

Municipal Action '85 Contribution:

- $3,143

Cost Savings:

- Savings of $8,000 per annum are expected through reduced staff costs. Additional savings are expected in improved cash flow.

Contact:

Mr. Gordon McCracken
Clerk-Treasurer
Township of Tosorontio
R. R. 3
Everett, Ontario
L0M 1J0
Telephone: (705) 435-5957

File No. 405011

VILLAGE OF TOTTENHAM

Population: 3,017

Comprehensive Data Processing System

Background:

- Limitations of the Village's computer system combined with the manual methods of financial accounting led to an inefficient operation.
- Tottenham council and the Public Utilities Commission want to provide high quality services and at the same time keep costs down to minimize rate increases and avoid inflationary policies.

What They Did:

- Since municipal and utility services are combined under one operation, they implemented a joint comprehensive data processing system.
- They automated their accounting system by implementing an Olivetti computer with software that includes: general ledger, accounts payable, tax system, utility system, budget and payroll.

Who Did it?

- Olivetti Canada supplied the hardware and Oasys Data Science Ltd. developed the software.

Results:

- Quick and accurate information is available for reports, tax certificates and enquiries.
- Cash flow and management are improved.
- With the new system, the administration is able to accommodate future population growth and area expansion.
- The general operation of the Village's administration is greatly improved.

Completion Date:

- June 30th, 1985

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 42,825	$ 43,498
. Software:	46,000	46,629
. Total	$ 88,825	$ 90,127

Municipal Action '85 Contribution:

- $23,000

Cost Savings:

- Minimum cost savings of $22,000 per annum are expected. (Reduced staff costs and improved cash management.)

Contact:

Mr. Ian Mollett
Treasurer
Village of Tottenham
18 Queen Street North
P.O. Box 310
Tottenham, Ontario
L0G 1W0
Telephone: (416) 936-4208

File No. 404011

COUNTY OF VICTORIA

Population: 48,724

Joint Computer Study

Background:

- Most of the 18 county municipalities had manual financial systems with some functions done by service bureaus.
- The County wanted to examine the possibility of implementing a shared computer system to increase the overall efficiency and effectiveness of operations.

What They Did:

- The County hired consultants to determine the feasibility and requirements for the implementation of a central computer system for the County and its local municipalities.
- The consultants analyzed the current operations of the municipalities, analyzed common information requirements, identified problem areas and provided a description of hardware and software requirements.

Who Did It?

- Chris Gorman and Associates Ltd.

Results:

- Based on the consultant's recommendations, the County and several of the local municipalities are proceeding with joint computer implementation.

Completion Date:

- December 31st, 1984

Costs:

	Estimated	Actual
. Consultants:	$4,854	$3,874

Municipal Action '85 Contribution:

- $1,937

Cost Savings:

- The implementation of the computer system will result in minimum savings of $50,000 per annum.

Contact:

Mr. John Gutteridge
Treasurer
County of Victoria
P.O. Box 419
Court House
Lindsay, Ontario
K9V 4S3
Telephone: (705) 324-9411

File No. 304028

TOWNSHIP OF WAINFLEET

Population: 6,020

Management Information System

Background:

- The Township's management information system needed to be improved.
- Their manual financial system was cumbersome and outdated, and led to heavy workloads for staff.

What They Did:

- The Township automated their management information system by implementing a REXON (RX400) computer system with software packages that include:
  - general ledger
  - accounts payable
  - payroll
  - budget
  - taxation
  - word processing
  - drainage

Who Did It?

- Molnar Systems Group

Results:

- Financial control and reporting have improved.
- More timely and comprehensive information for council and staff is available.
- Cash flow has been improved and the system of accounting and reporting outstanding taxes is much more current.
- In general, a more efficient and effective administration has resulted.

Cost:

	ESTIMATED	ACTUAL
. Hardware:	$ 51,538	$ 51,188
. Software:	31,600	35,379
. Training/Consultants	6,800	2,102
. Total	$ 89,938	$ 88,669

Municipal Action '85 Contribution:

- $19,200

Cost Savings:

- Cost savings of $17,000 per annum through a reduction in staff, discontinued service bureau costs and improved cash flow.

Contact:

Mr. Robert Heil
Clerk-Treasurer
Township of Wainfleet
19M43 Highway No.3
P.O. Box 38
Wainfleet, Ontario
LOS IVO
Telephone: (416) 899-3463

File No. 310041

TOWN OF WALLACEBURG

Population: 11,368

Policy Manual

Background:

- There was no organized or comprehensive set of Council policies that were up-to-date or easily accessible.

What They Did:

- The Town needed to develop a Policy Manual that would provide a ready reference.
- They organized and consolidated all their policies for the use of the Council, the staff and the public.
- The Manual consists of edited and organized policies (past and present) relating to:
  - functioning of Council
  - departmental and staff related policies (i.e. personnel policies)
  - policies relating to building and other regulations
- The Town Clerk is responsible for administration and success of the project.

Who Did It?

- Personnel Management Associates

Results:

- A much more accessible collection of policies is available which enables those concerned to more quickly and more clearly respond to problems.
- It highlights gaps in existing policies and leads to a more effective operation.

Costs:

	ESTIMATED	ACTUAL
. Consultants:	$ 8,000	$ 8,000
. Other:	2,000	2,000
. Total	$ 10,000	$ 10,000

Municipal Action '85 Contribution:

- $4,000

Cost Savings:

- Not quantifiable in the short-term. However, time spent on searching for information is reduced.

Contact:

Mr. S.W. Parsons
Clerk
Town of Wallaceburg
786 Dufferin Avenue
Wallaceburg, Ontario
N8A 2V3
Telephone: (519) 627-1603

File No. 310071

REGIONAL MUNICIPALITY OF WATERLOO

Population: 314,069

Utility Monitoring System

Background:

- Monthly performance reports must be prepared on the Region's waste water treatment facilities. These were prepared and processed manually.
- Due to increased workloads there was a need to automate this process.

What They Did:

- The Region installed a micro-processor system (IBM PC) and adapted a generic software package to provide the necessary reports.
- Information is automatically entered and easily extracted for reports.

Who Did It?

- Canviro Consultants Ltd.

Results:

- The accuracy of monthly calculations has improved.
- Pollution control is more effectively monitored and analyzed.
- More data is available for reporting purposes.
- Staff time has been saved.

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 4,286	$ 4,286
. Consultants/		
. Software:	9,000	12,881
. Total	$ 13,286	17,167

Municipal Action '85 Contribution:

- $4,500

Cost Savings:

- Savings of $9,900 per annum are expected.

Contact:

Mr. E.C. Ostrander
Director of Accounting and
Computer Services
Finance Department
Region of Waterloo
Marsland Centre
20 Erb Street West
Waterloo, Ontario
N2J 4G7
Telephone: (519) 885-9598

File No. 303017

COUNTY OF WELLINGTON

Population: 134,504

Financial Management System

Background:

- Inefficient manual operations were creating problems in accounting and reporting procedures.
- The financial system was outdated, cumbersome and time consuming.
- There was a need for an overall integrated Financial Management System.

What They Did:

- They implemented a MAI BASIC 4 model 210 computer with software packages to address the following areas:
  - general ledger
  - accounts payable/receivable
  - purchase order
  - maintenance management
  - inventory
  - key word filing system and word processing

Who Did It?

- Gordon Molnar and Associates

Results:

- General improvement in municipal operations has resulted.
- The frequency and quality of financial reporting has increased.
- There is better control over finances.
- Costs have been reduced by improving cash management and reducing audit fees.
- Repetitive office work and staff costs have been reduced.
- A broader service to all departments has occurred.

Completion Date:

- June 30th, 1984

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 63,754	$63,754
. Software:	29,800	34,350
. Total	$ 93,554	$98,104

Municipal Action '85 Contribution:

- $13,300

Cost Savings:

- Annual savings of $19,755 are expected.

Contact:

Mr. J.R. Schaefer
County Treasurer
Wellington County Administration Centre
74 Woolwich Street
Guelph, Ontario
N1H 3T9
Telephone:(519)837-2600

File No. 303165

TOWNSHIP OF WEST LINCOLN

Population: 9,025

Financial Information System

Background:

- The Township's manual financial system was cumbersome and time consuming for staff.
- Time lags led to outdated information.
- Calculation and printing of tax and water bills were done by an outside service.
- They needed to automate their financial operations.

What They Did:

- The Township purchased an IBM System 34 from the City of Welland.
- They adapted the software for general ledger, accounts receivable, accounts payable, payroll, taxation, water, and word processing.

Who Did It?

- The City of Welland supplied the computer, software and training. IBM Ltd. assisted with the installation.

Results:

- Up-to-date and accurate financial information is readily available for council, staff and the public.
- The Township feels this is an economical introduction to the computer field.
- Budget control and cash flow have improved.

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 9,630	$ 9,630
. Software modification/ training:	9,300	11,900
. Installation, terminals, modems, etc:	37,280	27,547
. Total	$ 56,210	$ 49,077

Municipal Action '85 Contribution:

- $4,650

Cost Savings:

- Savings of $12,200 per annum are expected through reduced audit fees, reduction in part-time staff and improved cash flow.

Contact:

Mr. R. Mens
Treasurer
Township of West Lincoln
Box 400
318 Canboro Street
Smithville, Ontario
LOR 2AO
Telephone: (416) 957-3346

File No. 307004

TOWNSHIP OF WILMOT

Population: 10,738 — Financial Management Information System

Background:

- Inefficient manual operations were creating problems in accounting and reporting procedures.
- There was a lack of timely and accurate details about the Tax System.

What They Did:

- In response to these problems, the Township needed to design a Financial Management Information System.
- They established a joint project with the Town of Ancaster to assess needs.
- They installed a REXON 400 computer system and software functions: Taxation, General Ledger, Payroll, Accounts Payable/Receivable, Budget, and Water and Sewage Functions.

Who Did It?

- Management Solutions Inc. (M.S.I.)

Results:

- The on-line interactive system provides timely and accurate information.
- It improves budget planning and preparation, as well as budget control and analysis.
- Tax billing and collection procedures are also improved.
- Future development of application systems to areas such as the Engineering Department, Recreation Department and Planning Department can occur.

Completion Date:

- September 30th, 1984

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 44,650	$ 44,650
. Software:	35,000	35,000
. Training:	5,000	5,000
. Other:	10,000	10,000
. Total	$ 94,650	$ 94,650

Municipal Action '85 Contribution:

- $25,000

Cost Savings:

- Cost savings are expected through improved tax collection procedures, budget preparation and control, and a more effective utilization of staff ($15,000).

Contact:

Mr. G. Swartzentruber
Administrator & Clerk
Township of Wilmot
121 Huron Street
New Hamburg, Ontario
NOB 2GO
Telephone: (519) 662-1613

File No. 304018

CITY OF WINDSOR

Population: 192,546

Property Information Data Base

Background:

- Except for ownership, taxes and property description, which are on-line with the City's computer, property information was maintained on a manual basis.
- The manual method of searching for data was time consuming and causes delayed information for reports.

What They Did:

- The City hired consultants to design a Property Information Data Base that co-ordinates all municipal information related to each property and is accessible by street address, assessment roll number and lot and plan number.
- The data was stored on the City's main computer (UNIVAC 1100/60) and made available through terminals or printed data.
- The data base information is all inter-related and includes sewer and road services, zoning, permits, fire dispatching, rezoning applications, etc.

Who Did It?

- Pat Romeo and Associates Inc.

Results:

- The on-line system provides instant information.
- The quality and availability of information on each property for various departmental functions of the Public Works, Building, Planning, Parks and Recreation, Finance, City Clerk's, Fire and Property Departments is improved.
- Service to the public is also improved.

Completion Date:

- March 31st, 1985

Costs:

	ESTIMATED	ACTUAL
. Consultants:	$ 20,000	$ 20,000
. Hardware:	17,000	17,000
. Other:	50,000	50,000
. Temp. staff:		26,937
. Total	$ 87,000	$113,937

Municipal Action '85 Contribution:

- $24,500

Cost Savings:

- Savings in the Parks and Recreation Department of $43,600 in staff time; savings in the Buildings Department of $17,000 in improved accuracy and staff reduction; further savings in the Planning and Public Works Departments are expected.

Contact:

Mr. Ray McCloskey
Director of M.I.S.
City of Windsor
City Hall
Windsor, Ontario
N9A 6S1
Telephone: (519) 255-6232

File No. 310057

CITY OF WOODSTOCK

Population: 26,100

Policy and Procedure Manual

Background:

- There was no organized set of documented policies and procedures for the City that were up-to-date or easily accessible.

What They Did:

- A consultant was hired to organize a comprehensive policy and procedures manual by classifying existing policies and identifying areas for which policies are required.

Who Did It?

- Gerald Axworthy, consultant.

Results:

- The creation of such a manual provides needed background information for decision-makers and the public.
- This reduces the chance of creating conflicting policies and highlight any gaps in existing policies.
- Staff time of searching for information is reduced.

Costs:

	ESTIMATED	ACTUAL
. Consultants :	$ 6,000	$ 6,000

Municipal Action '85 Contribution:

- $3,000

Cost Savings:

- Difficult to quantify in the short term. However, staff time will be saved by reducing "need to know" time.

Contact:

Mr. Wayne Shipton
Chief Administrative Officer
City of Woodstock
P.O. Box 40
500 Dundas Street
Woodstock, Ontario
N4S 7W5
Telephone: (519) 539-1291

File No. 303112

TOWNSHIP OF WOOLWICH

Population: 16,363

General Accounting System

Background:

- The Township's financial system was manual except for tax billing and water and sewer billing/collections which were processed by outside services.
- The Township needed to develop its own computerized accounting system.

What They Did:

- The Township installed an MAI computer system with software that includes: general ledger, accounts payable, accounts receivable, tax billing, purchasing and commitments, budget and water and sewer billing.

Who Did It?

- MAI Canada and Richter and Assoicates.

Results:

- Financial controls and reporting have improved.
- Clerical workload has been reduced and their time freed to perform other duties.
- Up-to-date financial information is readily available.

Costs:

	ESTIMATED	ACTUAL
. Hardware:	$ 50,237	$ 62,051
. Software:	26,424	19,600
. Consultants:	2,000	7,000
. Total:	$ 78,661	$ 88,651

Municipal Action '85 Contribution:

- $14,212

Cost Savings:

- Additional staff are not required ($13,000), service bureau costs have been eliminated ($5,000), and improvement in cash flow/billings ($18,000).

Contact:

Ms. Pauline Houston
Treasurer
Township of Woolwich
P.O. Box 158
69 Arthur Street South
Elmira, Ontario
N3B 2Z6
Telephone: (519) 669-1647